



## Why We Make "Square Tires"

*A typical example of B. F. Goodrich leadership in truck tires*

THOUSANDS of speedy scout cars and gun carriers in Uncle Sam's Army now roll on "square tires"—actually endless band rubber tracks.

These units combine the power and sure-footedness of a tractor with the speed of an automobile. And rubber makes it possible!

B. F. Goodrich engineers worked out a continuous rubber track in which they embedded steel cables to prevent stretch and so prevent the track from flying off the sprockets. Then they developed a new rubber compound to resist wear on roads and cutting on rock.

This new band track—called a "square tire" by some—permits half-track units such as that illustrated to move quietly at high speeds with greater safety and at lower operating costs.

Take another look at the photograph. Note that this hill-climbing, ditch-diving unit carries round tires as well as "square" ones. And their job is just

as tough. Yet many of these tires are regular heavy duty B. F. Goodrich Silvertowns, the same type tires you can get for your own trucks if you are permitted to buy today.

Up and down the land Speedliner Silvertowns are setting amazing new mileage records on all types of trucking operations. And no wonder! For Speedliner Silvertowns are fortified throughout with Duramin, that amazing B. F. Goodrich chemical discovery that keeps rubber young and tough, adds thousands of miles to tire life.

We do not ask you to buy new tires today. Instead, we urge you to make your present tires last just as long as possible. But when it is necessary to buy, we think it will pay you to get good tires.

Take your next tire cer-

tificate to your B. F. Goodrich Dealer for B. F. Goodrich is First in Rubber.

### This Free Book Will Help You Conserve Rubber!

Write for 100-page "Operators Handbook". Contains tire data, complete load and inflation tables, load analysis information, causes of tire failures and how to prevent them, practical rules for longer truck tire life, and much other helpful information. It's "must" reading for every truck owner. Address Dept. No. T-75, The B. F. Goodrich Co., Akron, Ohio.



*In war or peace*  
**BF Goodrich**  
**FIRST IN RUBBER**



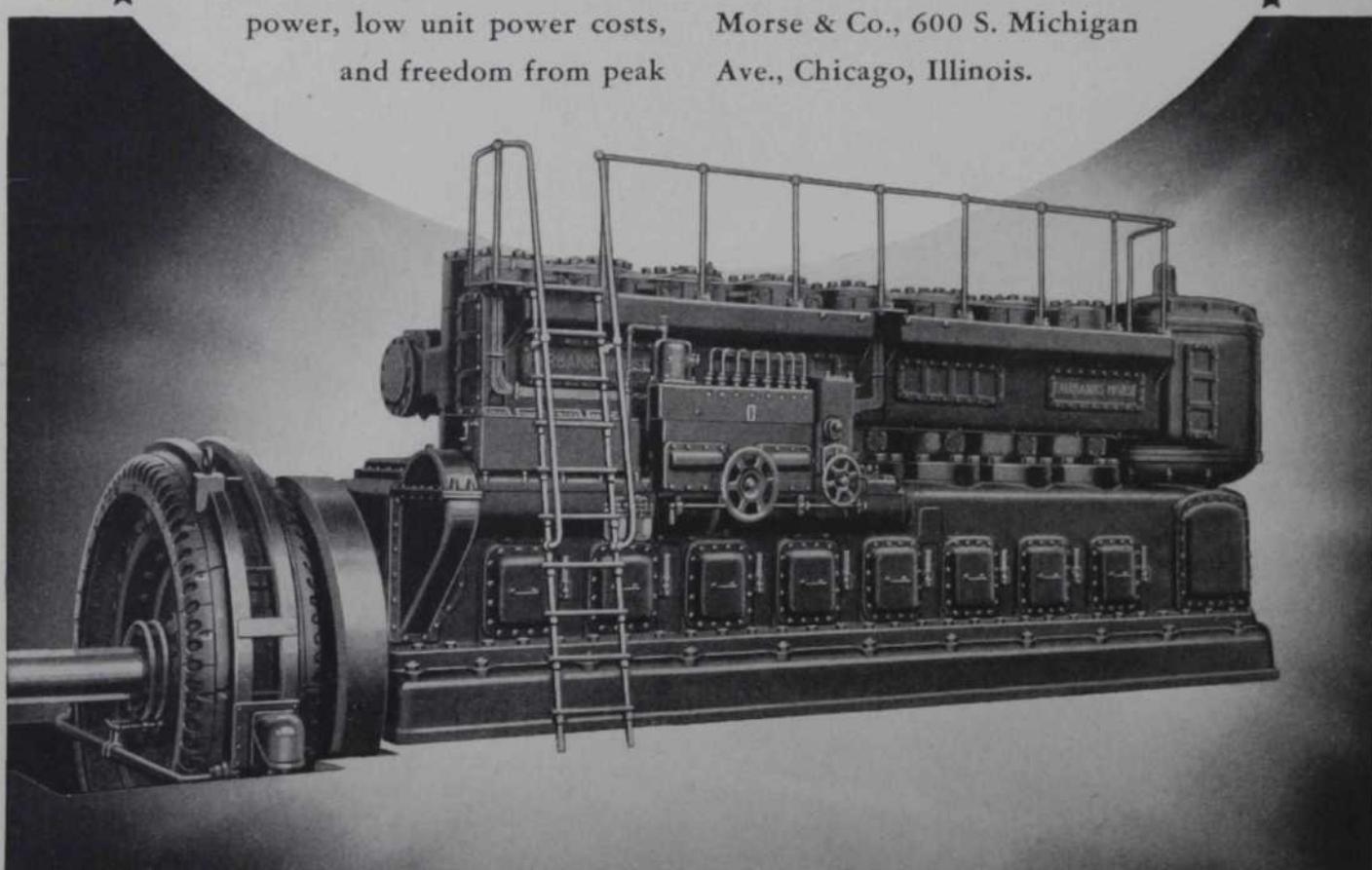
# POWER

*for High-priority Jobs*

Do you need extra power to meet war production schedules? Then use your priority to buy Fairbanks-Morse Diesel-generators. They will assure you of uninterrupted power, low unit power costs, and freedom from peak

penalties . . . not only now, but in the future, too.

F-M power engineers, unbiased because the line includes all types and sizes, are ready to study your needs. Fairbanks, Morse & Co., 600 S. Michigan Ave., Chicago, Illinois.



## FAIRBANKS-MORSE



DIESELS  
MOTORS  
SCALES  
PUMPS



## A KREOLITE WOOD BLOCK FLOOR TURNS WASTED MINUTES INTO productive hours!

● Today the minute is of new significance: One minute saved—multiplied by the millions of men on the production line—adds thousands of productive hours to each day's war output.



THE FALK CORPORATION; Milwaukee, Wisconsin  
Klug & Smith, Architects and Engineers

A trained Jennison-Wright crew rushed installation of a Kreolite Floor for a machine shop in the Falk Corporation plant. In the foreground, a floor layer is putting in blocks which are then covered with Kreolite Jennite, the exclusive Jennison-Wright final filler and finish.

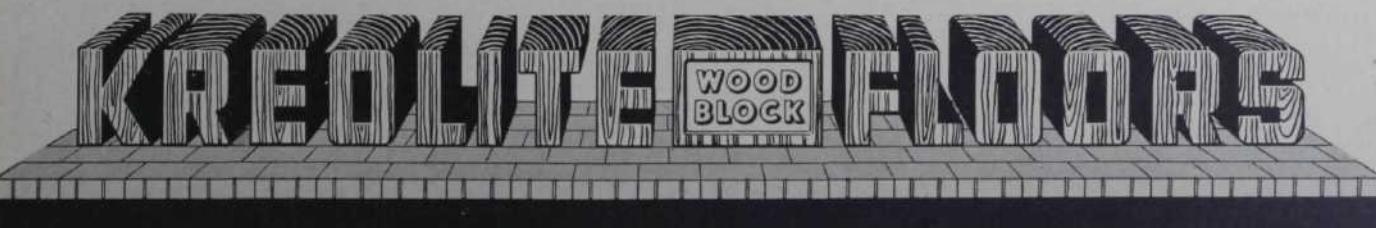
Because they decrease employee fatigue, Kreolite Wood Blocks can help you salvage wasted minutes and turn them into productive hours.

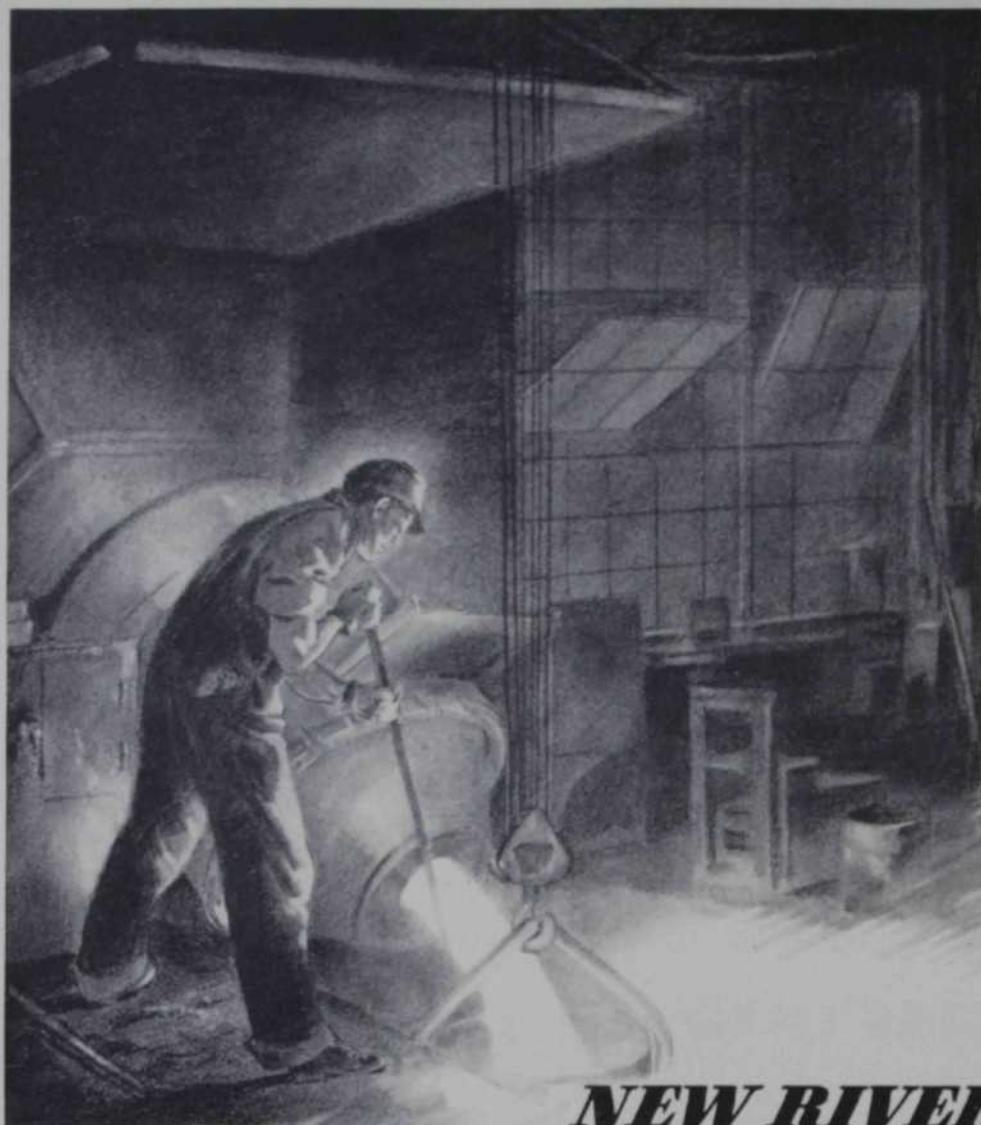
They absorb the noise and vibration of high-speed production. Insulate against heat and cold. Are comfortable to work over at any season, hot or cold. Are spark-proof, skid-proof and safe.

Kreolite Wood Blocks are at work in hundreds of war plants. Cross-cut from southern pine, air dried and impregnated with Kreolite Oil, they stand up under the punishment of many-toned tanks. Yet their resiliency is so great that they cushion delicate airplane tools and parts when dropped.

Jennison-Wright maintains its own crews of trained installation men. Write us about your flooring requirements.

**THE JENNISON-WRIGHT CORPORATION**  
TOLEDO, OHIO • 23 Nation-Wide Offices  
KREOLITE RAILROAD SWITCH & INDUSTRIAL TRACK TIES  
PILEING • BRIDGE • DOCK • LUMBER





## **NEW RIVERS OF STEEL**

**FOR TANKS... GUNS... SHIPS**



**GUNS... SHIPS**



Serious bottleneck of the war is steel . . . serious because less than 15% of America's peacetime foundry capacity could produce steel castings. To increase steel casting production, Whiting sponsored new research in making steel with side-blow converters.

Steel made by the Whiting process has been independently tested and proved to have the properties demanded for war purposes. The Whiting Side-Blow Converter process is now available to foundries . . . enables America's steel casting facilities to be increased quickly to meet urgent war needs. Thus, through American enterprise, new rivers of steel will flow into highly essential castings for tanks . . . guns . . . ships . . . to overwhelm the Axis and speed Victory. Whiting Corporation, 15677 Lathrop Ave., Harvey, Illinois.

*SOLVING  
PROBLEMS  
FOR  
INDUSTRY*

# **WHITING** CORPORATION

*Designers and Builders of Time-Saving Equipment for*

FOUNDRIES • METALWORKING, AIRCRAFT, AND CHEMICAL PLANTS • TRANSPORTATION SYSTEMS



# NATION'S BUSINESS

Chamber of Commerce of  
the United States

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# READY TO ROLL

*—in a 1500 ton squeeze!*



Giant cylindrical roller bearings like this take 1000-1500 ton loads in the production of high-strength aluminum sheets for war planes.

These precision bearings fight friction and call for efficient lubricants. Texaco supplies them — to all industry — from more than 2300 wholesale supply points in the United States.

To assist you in the selection and economical application of its petroleum products, Texaco offers you the services of trained Lubrication Engineers.

**THE TEXAS COMPANY**

—in all  
48 States



COMING TOO  
FAST FOR ME!

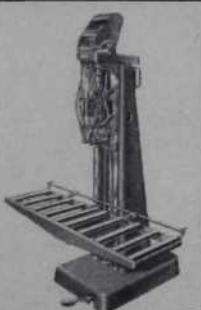


## Boxes For Bullets

and other war products are  
"coming fast" thanks to

**F.M.C.**

**NAILING MACHINES**



DRIVES SCREWS INTO  
WOOD BOXES AND  
OTHER ASSEMBLIES

Drives 4 screws simultaneously.  
Ideal for screwing hardware on  
ammunition boxes. Requires  
only one operator.



ASSEMBLES BOXES FOR  
AMMUNITION AND  
OTHER WAR PRODUCTS

Nails sides and bottom to ends  
of box at the rate of 125 or  
more boxes per hour, with only  
one operator.



MAKES ENDS AND  
COVERS OF BOXES

Output is 350 to 400 ends or  
covers per hour, depending on  
type and number of cleats, with  
only one operator.



NAILS METAL END  
PLATES ON  
AMMUNITION BOXES

Output is 350 to 400 ends per  
hour, rope handles overlying  
the plates; 500 to 550 per hour  
otherwise. One operator.

Our Catalog may show how your war effort can be aided with

**F.M.C.**

**Nailing Machines**

**FOOD MACHINERY CORP.**

RIVERSIDE DIVISION • Riverside, California

# THROUGH THE Editor's Specs

## The Call for Ships . . .

Sail, Sail thy best, ship of Democracy!

Of value is thy freight, 'tis not the  
Present only,

The Past is also stored in thee.

COMPARISON of the nation to a ship, one of the favorite figures of speech of Walt Whitman, was probably never so appropriate as it is today when the fate of representative democracy may well depend on the worthiness of her maritime equipment. Only as the ships of democracy write their wakes across the oceans of the world can the Axis-forged chains of human slavery be broken.

So, it is fitting that, in the month when devoted men dared a traitor's death to set their signatures on the Declaration of Independence, we should picture on our cover the Maritime Eagle, symbol of America's Victory Fleet.

It is fitting, too, that this symbol should be an eagle, its claws firmly grasping an anchor, its wings upraised to form the "V" of victory.

At every turn, at every crisis in the history of the United States, the eagle has been the emblem of strength and courage. It first appeared on a penny minted in 1776. At the battle of Yorktown in 1777, it was on the field of blue in the nation's new flag. In 1782, it was made a part of the Great Seal of the United States. It has become to us a symbol, not only of victory but of faith in ourselves, of confidence in our own cause, in our own power.

Under its inspiration the men who build the Victory ships and the men who take them to far places, carrying the armament of democracy, will "sail their best" not for the Past and Present only:

The Future is also stored in them.  
"All our hopes of future years."

### As a neighbor sees us

THERE'S an old story about a farmer who listed his farm for sale with a real estate agent and then, after he had read a glowing advertisement describing it to purchasers, withdrew

the listing because, as he told the agent, "That's the very place I've always wanted, after all."

We know some dissatisfied countrymen who might get this same lift from reading a little book by the Peruvian statesman, Javier Prado, "The Historical Destinies of the United States."

Senor Prado's words refresh the tired American from a well of inspiration that in late years has seemed to have dried up. If we have something as good as this eloquent foreigner sees in us, shouldn't we think twice before we trade it off for some old, old order of society, polished up and labelled "The New Order"?

In the United States, he says, "Every man's value is determined by his activity, and every man is given the opportunity to develop his abilities. An American's real stimulant and pride consist in being a self-made man, in fighting and in winning the fight. . . . Once his wealth has been acquired, the capitalist does not draw aside or retire quietly to enjoy his income. He puts his capital back to work time and again because, for an American, effort and action are life's true end. Private wealth secured by ability, effort and daring, circulates with a liberality and a disinterestedness that truly are unbelievable."

### T.V.A. "efficiency"

DAVID E. Lilienthal, general manager of the Tennessee Valley Authority, has had a lot to say lately about how T.V.A. is a private corporation, is being operated on a "strictly businesslike basis" and has all the flexibility of any other business concern. Here's a revealing instance of this businesslike flexibility, related to us by a Tennessee reader.

A dynamite blast for a tunnel in connection with the dam to be constructed by T.V.A. on the Watauga River near Elizabethton, Tenn., blew a piece of rock through a windowpane in the home of a farmer, who demanded that the pane be replaced.

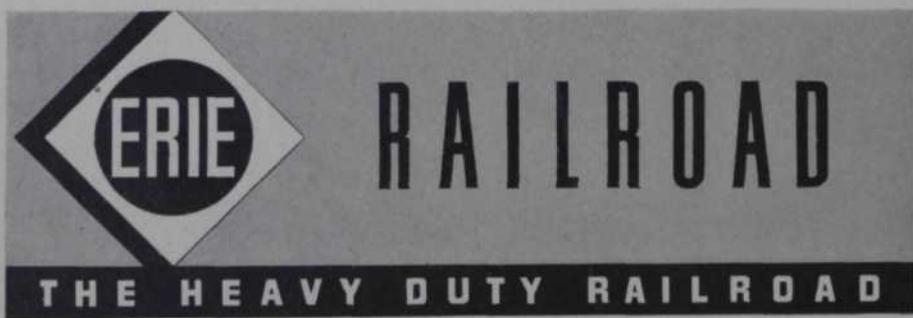
The engineers on the job, with no authority to replace damage amounting to perhaps 50 cents, called Morris-



## You're looking at two men on the firing line!

• The firing line in this case is the inside of a giant locomotive. The men working here are contributing as much with their tools as they could with guns. They are two of the many men in Erie repair shops and roundhouses who are fighting day and night to "Keep 'em Rolling" for Victory.

These days, *every* Erie man is working hard and fast in order that the materials of war may be *where* they are needed *when* they are needed.



town, Tenn., at a cost of 65 cents. The Morristown office couldn't do anything without calling Knoxville, another toll of 25 cents. Knoxville headquarters couldn't act immediately and had to call Morristown back.

Morristown office next phoned the engineers on the project—65 cents more. Then T.V.A., employing union carpenters, had to call one five miles distant.

The glass was bought for approximately 50 cents. But it took three and a half hours for the carpenter to get to the scene, repair the damage and get back to home-base. He charged \$1.25 an hour for three and a half hours' work. Total cost of the windowpane to T.V.A.:

Telephone calls	\$1.90
Glass	.50
Labor	4.40
	\$6.80

### Note on war aims

THE VICE PRESIDENT of the United States is an idealist and ideals are a fine thing. But we experience an acute attack of ideological indigestion when he says that our purpose in the present struggle will not have been attained until "nine out of ten adults of the world can read and write" and until "all the children of the world can have at least a pint of milk a day."

It's time we began conditioning ourselves against disillusion after the war. To believe that, when we have won military victory, every wrong will be righted and misery banished from the world is to court certain disappointment. Politics has been defined as "the art of the possible." If we hold our war aims down to earth, the war may be turned to good account, but if we try to fly kites of impossible ideals into the stratosphere it will turn out to be what most wars turn out to be—a total loss.

### Is common sense rationed, too?

IF GENUINE shortages could be distinguished from rationing for discipline only, much of today's confusion would be cleared up.

Some authorities are saying that there's a positive surplus of sugar. Principal excuse given for rationing was that the sugar on hand is needed for alcohol.

But radio commentator Fulton Lewis, Jr., declares more alcohol is now being made from grain than the Government can use, by the testimony of its own experts.

Meanwhile, thrifty housewives see red when they are offered one pound to each member of a family for fruit preserving. That much sugar does not go far in preserving. And Department of Agriculture savants are telling

women to can their fruit in fruit juices as a substitute for sugar.

They fail to specify the difference between using sugar in the canning process and applying the same amount of essential sweetening when the fruit is eaten later.

#### Temporary emergencies

A MIDWESTERN business man came to Washington the other day to transact some business with a war agency. At Union Station he finally found one of those vanishing American institutions, a taxicab, and told the driver he wanted to go to Temporary Building E. This is one of the flimsy structures thrown up during the last war and which, escaping demolition, now houses workers in this war. The cab driver spat out the window, and drawled over his shoulder:

"What the hell's temporary about it? It's been here 25 years."

When does anything stop being temporary? The domestic "emergency," for instance. We looked up a dictionary definition of "temporary" and found one, listed as "archaic," which seemed to fit the bill. This held that "temporary" meant "lasting during a lifetime or any shorter period." We've decided to clasp the archaic definition to our bosom, because that permits us to feel that all our woes, ills, troubles and emergencies are only temporary. If they last longer than our lifetime, somebody else can worry about them.

#### Sick-room "emergency"

THIS IS an authentic, vouched-for story of a San Francisco nurse. While she was home, off duty, the doctor phoned to say that her patient had taken a sudden turn for the worse and would she please report back two hours ahead of schedule to take care of him.

It was impossible, she told the doctor. Rules of the nurses' union would not permit her to put in the two extra hours except in case of emergency—an emergency being defined as referring only to a patient who had just arrived at a hospital. Had that condition been satisfied, she could have worked the overtime, at \$2 an hour.

#### Communique on a victory

THE ART of military communique writers of claiming victories and concealing losses has been communicated to a lot of civilian officials.

We're thinking of a passage in a recent magazine article by Thurman Arnold. After writing much about aluminum, he alluded to the Alcoa antitrust suit and then dismissed it by

## CHEER UP, SAILOR, THE FIRST 100 ROUNDS ARE THE HARDEST



- DON'T WORRY, I'M  
LIKE CAST IRON  
PIPE - GOOD FOR  
100 YEARS

OUR fighting men know about cast iron pipe for miles upon miles of it have been and are being installed in training camps, naval bases, aviation fields to supply water, gas and fire protection. They know it's tough and dependable—and serves for a century. The *proved* useful life of cast iron pipe is at least double the *estimated* life of other pipe used for water, gas or sewer mains. Costly replacements that would be necessary with shorter-lived pipe are avoided by the use of cast iron pipe. It can be salvaged or re-used. It is the only ferrous metal pipe, practicable for underground mains which rust does not destroy.



Unretouched photograph of more - than - century - old cast iron pipe still serving and saving taxes in Charleston, S. C.

Pipe bearing  
this mark



is cast  
iron pipe

Available in diameters from 1 1/2 to 84 inches.

# CAST IRON PIPE

No. 1  
*Tax Saver*

# KEEP THOSE CARS **FREE!**



THIS advertisement is about freight cars. It is addressed to the shippers of America who share with the railroads in the task of keeping the nation's vast war program on the move.

That calls for the greatest transportation job in history.

We are moving a million tons of freight a mile every minute. We start a new freight train on its way every five seconds.

Equipment is working as it never worked before, with an efficiency not even approached at any time during the last war. Government agencies dealing with transportation, including the War and the Navy Departments, the Office of Defense Transportation and the Offices of the Coordinators for Petroleum and for Solid Fuels, are working with us. And shippers, throughout the land, are cooperating magnificently.

Those are the reasons why, with fewer cars and locomotives than

were used in the last war, we've been able to beat all records.

But this is no time to be complacent.

War needs for steel and other materials limit the amount which can be used for building additional cars. That means that the job ahead must be done not with what we should like to have but with what we can get.

So we ask you — for the good of the nation — to be sure that everything possible is being done to keep freight cars free.

The rules are simple: Load cars as soon as you get them. Load them to capacity. Unload shipments as soon as they arrive. And it's up to the railroads to keep 'em moving.

All the railroads in America are working together for victory. We know you'll do all in your power to keep cars rolling.



ASSOCIATION OF

## AMERICAN



## RAILROADS

WASHINGTON, D.C.

saying that "The case is now on appeal, so there is little point in arguing that question here."

There would have been point if the Assistant Attorney General had added that the appeal was made by the Government and not the Aluminum Company of America.

Readers will recall what is carefully concealed here, that in federal court the company was acquitted of violating the Antitrust Laws. The case on points alleged: Alcoa 140, Arnold 0.

### So we've been saying

THE so-called picket line, since the passage of the Wagner Act, in many instances can be honestly called an organizing racket that isn't founded on legitimate trade unionism.—Daniel W. Tobin, vice president, American Federation of Labor.

### Economic royalist's journey

THIS IS a pause for inspiration refreshment. Subject—the career of Walter Geist, newly-elevated president of Allis-Chalmers Manufacturing Co.

The contemplation of Mr. Geist's record should be a shot in the arm to every jaded, dispirited man about to persuade himself that he has gone as far as he can and from here on must regard his life as an anticlimax. Starting with Allis-Chalmers as a 16 year old errand boy, he had climbed at 31 to be engineer in charge of transmission. So far, a lot of hard work.

Time to let down and "get some pleasure out of life." Besides, that was as far as he could go in his department, and it seemed there wasn't much more to achieve unless he found new pastures.

But Walter Geist didn't see it that way. He looked around for some trouble spot, some new world to conquer for the Transmission Department. He found it in the textile industry's need for an efficient short-center drive. Eventually he developed a new belt drive to meet that need. It made his division bigger than all the rest of the whole milling department. As usual, it was a case of the man making the job.

From there on, the rise of Walter Geist was inevitable. It took him 17 years longer to reach the top with his company, but he was headed there from the very start because he regarded each job as an opportunity in itself.

### Sanity—from the people

"DON'T WORRY, don't buy foolishly and don't hoard."

That's the kind of counsel needed for civilian morale.

Tell the people collectively to keep cool, keep their shirts on and keep working. These words should have come from our government, but they didn't.

The slogan is part of a cooperative advertising campaign put on by the Merchants Bureau of the Olean (N. Y.) Chamber of Commerce, aimed at winning public acceptance for wartime restraints on free distribution of goods.

It is business that tries to keep the people calm and resolute, while the bureaucrats throw out scare rumors and try to keep them in a constant dither of perpetual emotion.

### On the substitute front

AS AN EXAMPLE of what research can do for business on the "home front," consider the dog-food industry.

In 20 years before the war, dog-food annual sales in America rose from nothing to 700,000,000 pounds. Came December 7 and a shortage of tin.

Straightway, research went to work.

And now dog food, dehydrated, rides to market in containers made of paperboard.

The transformation has been more than a mere drying-out. Dogs are fussy and not easily fooled. Explains Dr. R. C. Newton, vice-president in charge of research at Swift & Company:

It would have been relatively simple to switch over to a dry mixture that would have been nutritious. But we had to retain, also, the qualities of color, odor, meaty texture and palatability.

A part answer to the problem is gum guaiac, an antioxidant developed by scientists and first used to protect bland-type lard against rancidity.

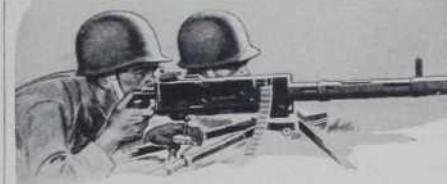
For the duration, it appears, American dogs will keep healthy and satisfied.

### Don't put your best tire forward

OUR APPRECIATION to Vern W. Smith of Kilgore, Tex., for calling attention to an error in the rubber article (May number).

We said that the life of your tires may be lengthened one-third by putting the best one on the left front and carrying the poorest as a spare. That was only half right. The best tire should go on the right rear, which suffers the heaviest wear. According to a tire expert, the ratio of wear on the four wheels is as follows: Right rear, 38 per cent; left rear, 29 per cent; right front, 19 per cent; left front, 14 per cent.

*We're serving  
the FIRING LINE  
now...*



### But that doesn't mean we've forgotten YOU and your present needs

We know that the greatest aid we can give our customers and friends in the package goods business is to do everything we can to shorten the war and assure victory . . . We're doing this by providing the machines to serve the men who are tackling the immediate job—machines that assure a constant stream of machine-gun cartridges, surgical bandage, hard candy for rations, etc.

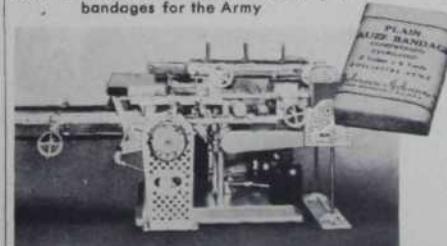
*This does not mean, however, that we can't render you valuable service . . . Our service men, our sales staff and our Engineering and Designing Department are as available as ever. They are now engaged in giving the package goods manufacturer the help he needs to adjust his packaging to present conditions and to keep his machines running in high gear.*

### We'll help you locate a wrapping machine

If you need a wrapping machine quickly, we may be able to put you in touch with a package goods manufacturer willing to sell you an idle machine that will meet your needs . . . And we'll be glad to help with parts to alter the machine, if desired. We've done this successfully for others.

*Drop a line to our nearest office*

*Our versatile Model FA is now wrapping bandages for the Army*



## PACKAGE MACHINERY COMPANY

Springfield, Massachusetts  
New York Chicago Cleveland Los Angeles Toronto

## MEN.. AND RUBBER.. AGAINST THE SEA

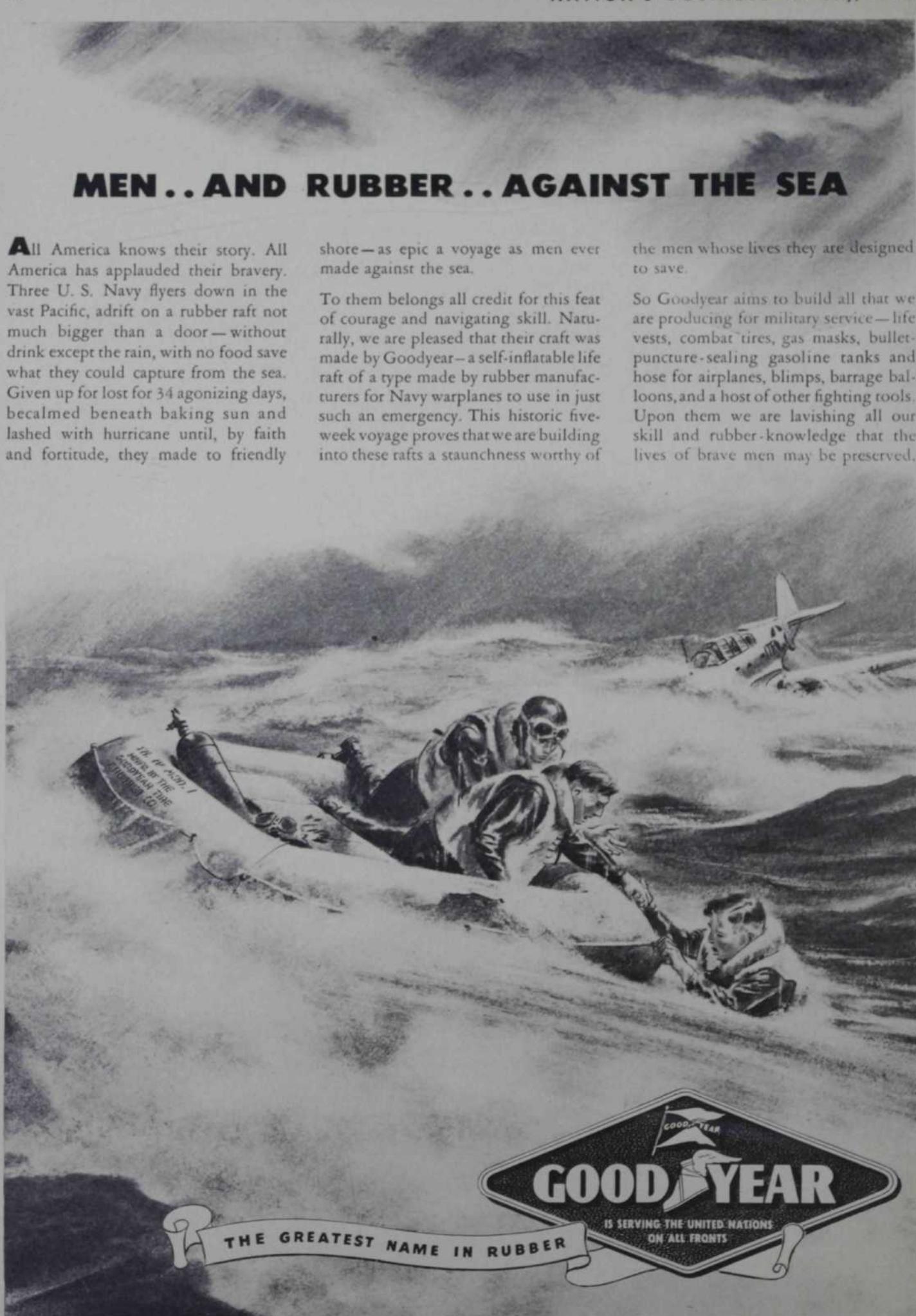
All America knows their story. All America has applauded their bravery. Three U. S. Navy flyers down in the vast Pacific, adrift on a rubber raft not much bigger than a door—without drink except the rain, with no food save what they could capture from the sea. Given up for lost for 34 agonizing days, becalmed beneath baking sun and lashed with hurricane until, by faith and fortitude, they made to friendly

shore—as epic a voyage as men ever made against the sea.

To them belongs all credit for this feat of courage and navigating skill. Naturally, we are pleased that their craft was made by Goodyear—a self-inflatable life raft of a type made by rubber manufacturers for Navy warplanes to use in just such an emergency. This historic five-week voyage proves that we are building into these rafts a staunchness worthy of

the men whose lives they are designed to save.

So Goodyear aims to build all that we are producing for military service—life vests, combat tires, gas masks, bullet-puncture-sealing gasoline tanks and hose for airplanes, blimps, barrage balloons, and a host of other fighting tools. Upon them we are lavishing all our skill and rubber-knowledge that the lives of brave men may be preserved.



## Don't Eat Up the Seed Corn

**W**HAT THE Chairman of the Westinghouse Manufacturing Company sets forth in an open letter to Congress (page 25) could as well be presented by each of the 2,000,000 business enterprises in the United States. Big and little. A short-sighted program of taxation can, to paraphrase John Marshall—destroy ourselves. It can, in the difficult days of reconstruction when peace comes, deny the workman a job, the consumer the necessities of life, let alone the conveniences of which he is now deprived.

Mr. Robertson speaks not for the Westinghouse Company but for the thousands who work in his plants, for the investors who provide the workers' tools, for other businesses large and small who supply its raw materials, for its thousands of dealers—and consumers.

The principle involved extends to other millions who have savings accounts, insurance policies, who own their farms or city dwellings.

No one questions the need to pay as we go for as much of the cost of war as possible. No one lacks sympathy for the tremendous problem Congress faces in raising money. Not since the Continental Congress has there been a more spirit-breaking task.

Mr. Robertson speaks for the long term principle involved in wise taxation. That principle is: Tax the crop, but don't eat up the seed corn.

Every farm boy knows what seed corn is—part of the year's harvest set aside for the coming spring. Bumper crop or short crop, seed corn comes first. Better a hungry man and a hungry beast for one season so long as both may hope for a better next year.

Industrial and commercial seed corn is harder to define. It cannot be plainly marked, set in a corner, stored in bins, run through the fingers to test its quality. It is the profit which each of us lays aside from each day's endeavors. It is the amount the worker saves after paying his cost of

living, that the large corporation or the small business enterprise retains after paying for materials, labor, management and its cost of sales.

On the books of business, it appears as working capital, reserves for depreciation, for obsolescence, and for a bad year.

Out of the industrial and commercial seed corn come the inventions, the new products, the improved processes which year after year raise our standard of living. Without it, business cannot do the one job it is expected to accomplish—produce regularly a greater volume of goods, goods of increasingly improved quality, at steadily lower prices, and always within cost limits which compare competitively in markets at home and abroad.

Deprived of profits, industry cannot develop for the coming peace-time world the prefabricated house, the plastic automobile, synthetic rubber, television, and the family airplane. It cannot keep at work the inventive mechanics, the chemists in basement laboratories, the 2,300 industrial research laboratories where today 65,000 scientists and technicians pioneer on the new frontier of science and industry.

It is to remind Congress of the consequences of a taxation program which does not take into account the protection of the nation's industrial and commercial seed corn that Mr. Robertson writes his letter.

The editor of *NATION'S BUSINESS* is in position to know that Congress needs and welcomes advice which is specific and constructive. Mr. Robertson's action might well encourage thousands of other business men to help their congressional representatives by such use of our constitutional right of petition.

*Meredith Thorpe*

# Haul TWICE AS MUCH WAR MATERIAL!

*Convert*

**TRUCKS**

*into TRACTORS*



★ *Twice as much with no additional trucks?  
Easily! Here's how . . .*

*Make hundreds of thousands of America's trucks haul twice . . . even three times . . . as much, by pulling their loads on Trailers!*

For example—a truck which can ordinarily carry up to 4 tons of payload, can easily haul 8 to 10 tons on a Trailer.

Converting your truck to double its work-capacity is good business at any time. Right now, it's actually a national necessity. That extra hauling capacity will be needed desperately before long. Key officials say that very soon, all railway and

highway equipment will be working at capacity, while war production will not even have shifted into high gear.

The conversion of your truck into a tractor for Truck-Trailer hauling is simple and inexpensive. Any Fruehauf branch will give you detailed information. Any Fruehauf service station will do the job, if you wish.

*Depend on your Fruehauf service station for such jobs as these:*

*Lengthening—Make every Trailer carry as much as the law permits.*

*Repairing—Keep 'em rolling at top efficiency; this is no time for cripples.*

*Rebuilding—Your obsolete Trailers can be put back into efficient, productive condition. You'll need them, and so will America.*

*Differential Dual Wheels—Operators report that DDWs increase tire mileage 50% to 100%, and decrease gas consumption 10% to 20%. Make these savings for yourself . . . and conserve precious supplies for the war effort.*

*Preventive Maintenance—Check tires, brakes, bearings, alignment, etc., regularly. Remember . . . a new low-cost, war-time service.*

*World's Largest Builders of Truck-Trailers  
FRUEHAUF TRAILER CO., DETROIT*

*Sales and Service in Principal Cities*

**FRUEHAUF TRAILERS**  
"ENGINEERED TRANSPORTATION"

REG. U. S. PAT. OFF



# Ceiling Plaster Is Full of Rocks

By R. L. VAN BOSKIRK

**M**OST BEWILDERING skimble skamble in Washington at the moment centers around the Office of Price Administration. On the surface it is reminiscent of the old Russian nonsense verse, "the shellfish are cutting hay in the meadows with hammers."

After little more than a month of price ceilings, the following major effects are discernible:

Certain products are going out. Instead of price control, the problem becomes the actual future existence of the product.

The quality of practically all merchandise items is going to deteriorate over the long run.

Some distributors can't get replacements even if willing to lose money. They are off the beaten path or poor credit risks. Wholesalers and manufacturers cannot afford to take on their orders.

O.P.A. finds that, in addition to understanding the manifold details of a complex distribution system, its officials must delve into the mysteries of an elusive agricultural economy and step over into the field of labor relations and policies.

The confusion over price control is the natural result of barricading a free economy. The necessity is not denied. Patriotic business leaders warn against any preconceptions that the law was made to befuddle and bedevil legitimate business. They point out that the regulations were purposely drawn loosely to permit adjustment. The use of such phrases as "essentially the same material" might have been "identical material" if the Government really wanted to be hard-boiled. These leaders advise a six months' trial. If the admin-

ELIZABETH HIBBS



Interpreting the law in communities where both merchant and customer are loath to listen is a puzzle that will take months to solve

istrators then show no willingness to understand real hardship, business men may demand relief from Congress.

But the attitude of these leaders is confusing to a reporter. In one breath they talk about the necessity for co-operation and the necessity for the law. In the next breath they tell about the difficulty of living under the law as it is and the futility of trying to make many O.P.A. officials understand how business is conducted.

Everyone hopes that there will be no necessity for taking further steps such as restrictions on inventories and control of profit margins. A press report from England says that their present system is in disrepute because it has driven goods into the black markets and the Board of Trade has proposed a system of fixed profit margins.

THE EDITOR of the Illinois *Retail News Briefs* expresses the general attitude this way:

Best thing is to get into a cooperative frame of mind. Don't be pugnacious. Many perplexing things may be simplified. Try to do the right thing. Remember the results IF the order breaks down. . . . But we should also let our Congressmen know

that "politics and addle-pated theories are also 'frozen for the duration.'" We will do anything to win the war but must not accept proposals that do nothing except undermine confidence and help lose the war.

TYPICAL example of hardship for manufacturers was the regulation applying to women's wear. There was no ceiling price on many types of garments because they were not on sale last March. O.P.A. sought to establish a ceiling by ruling that such garments must be sold at prices in vogue between July and September 1941. Since that time wages have gone up 25 per cent. Prices on piece goods and trimmings have gone up as much as 40 per cent. How could a manufacturer make a similar garment to retail at last summer's prices?

It was suggested that he could make up the losses by following W.P.B. instructions to eliminate trim, pockets and reduce lengths. But no manufacturer could make such small savings absorb his cost.

Furthermore he was in a desperate spot. Production of this season's garments had already started, but few of them could be marketed under the proposed ceiling. As a result, manufac-

turers virtually ceased operations and threw 150,000 employees out of work.

Business advisers had warned O.P.A. weeks before that regulation 153 was unworkable. But when representatives of the International Ladies' Garment Workers' Union applied pressure, things began to happen. O.P.A. scrapped regulation No. 153 and substituted an almost entirely new one, tacit admission that the first one was a botch.

Under the new regulation, sellers are permitted to establish their ceiling prices in accordance with a formula based upon this season's cost to which is added the markup or margin they obtained on their sales during the last selling season of garments of the same classification. If a seller made \$2 on a garment last summer, he is entitled to same margin now. Furthermore, the manufacturer may not have in-between price lines or higher price lines.

Spokesmen for the various industries involved say that they can work profitably under the new regulation, but that it permits plenty of leeway for skimping on quality. The consumer will not pay any more, but she cannot hope to obtain the same quality garment.

An expert in retailing sums it up like this:

Manufacturers' costs are considerably higher than a year ago and, since they are permitted to take the same margin as a year ago, this can only mean a reduction in quality. Quality can and will be cut in materials, in workmanship, in trimmings and in finishings. Quality degradation has, in effect, been made mandatory if a manufacturer is to live under his ceiling.

THE general feeling seems to be that it is useless for O.P.A. to try to convince the consumer that quality will not be affected in materials of the same price lines when everybody knows that quality will deteriorate when the whole world is at war.

A significant feature of the new regulation was that labor costs must be computed on the wage rates paid on March 31, 1942. Increased labor costs since that date could be added to the cost only if the wage agreement was signed on or before April 27. Any wage contracts providing for periodic, automatic increases after that date or for "sliding scale" contracts based on the cost of living, cannot be taken into consideration for pricing purposes.

This clause practically rules out future wage increases in the clothing industry unless the manufacturer can absorb the added pay roll cost in his fixed profit margin.

DIFFICULTIES in ascertaining what O.P.A. sometimes means is indicated by the contradiction in their various interpretations. A paragraph in the General Price Regulations was interpreted to mean that variations in style did not mean a different product. But, when regulation 153 was promulgated,



Retailers are still uncertain whether or not they can take on new and higher price lines, but convinced that quality of old price lines will be lower

officials interpreted it to mean that even a different color dress meant a different style.

A MANUFACTURER printed this advertisement after the amended women's wear regulations were made public: "We maintain that the limitations are not hardships to be endured with grumbling, but rather a challenge to the ingenuity and resourcefulness of that segment of America which clothes America."

THE reluctance of O.P.A. to unbend under certain circumstances is illustrated by the following example.

Firm ABC doing a \$1,000,000 a year shirt sale business has its shirts made on contract. Firm ABC furnishes all materials. The contractor gave a wage increase in April. The distributor offered to pay the wage increase out of his own pocket and still keep his shirts on sale at around \$2, the March ceiling. O.P.A. said "No." Such procedure would actually raise the manufacturing cost of the shirt and would therefore be illegal. Now the distributor is fearful that he will lose the services of his contractor who can't make shirts to sell under the ceiling price, but he can make army shirts for sale to the Government.

THE DRUGGISTS have asked how to put a ceiling on prescriptions. In the first place government agencies recognize pharmacists as professional men. Section 10 exempts professional services. Nevertheless there is a ceiling on prescriptions.

The average prescription department carries 1,400 items. Each prescription is a unique product. Listing maximum prices would mean furnishing the number and price of every order filled during the month—it would release confidential information between the customer, physician and pharmacist. In the words of the National Association of Retail Druggists: "it is unthinkable to presume that a pharmacist can seek aid from Washington in determining the maximum price of a prescription . . . it is our belief that the impossible cannot be required."

If the ceiling sticks and is rigidly enforced, a druggist might have to call all other druggists to find out if they had made a similar prescription and how much they charged.

To help ease the record keeping burden, drug associations have promised each member a copy of the American Druggist Blue Price Book wherein blank spaces will be left alongside each item so that the retailer may fill in the ceiling price.

A retailer who handles drugs exclusively might have anywhere from 3,000 to 10,000 items. One druggist said he kept no record of individual



GENDREAU

O.P.A. found a way to put a ceiling on fluid milk despite its exemption in original law under marketing agreement section

sales, but could remember the March selling price because most drugs and sundries have been selling at stabilized prices for many years. If he couldn't remember, the catalogue was always available and he knew his mark-up.

ALCOHOL demonstrates the possible collision of future rises in raw materials cost with ceiling prices. Hospitals can buy tax free alcohol at around 50 cents a gallon. Pharmacists must pay the tax of more than \$9 a gallon. It is perhaps the most widely used item in a pharmacist's inventory. The tax will probably go higher. The druggist must then figure out some way to keep down the cost of a heavily-laden alcohol prescription while the Government is increasing his raw material costs with heavier taxes.

A PRICE ceiling only partially applied brings many inequalities. A popcorn vendor operates a small wagon across the street from the White House. He can charge only a nickel, his March price, for a sack of popcorn. He must use the same size sack, the same amount of butter and salt. But there is no ceiling on raw popcorn and no ceiling on butter. When prices go up on unpopped corn and butter he will be out of luck.

O.P.A. has made a peculiar interpretation on candy. If you buy a box of

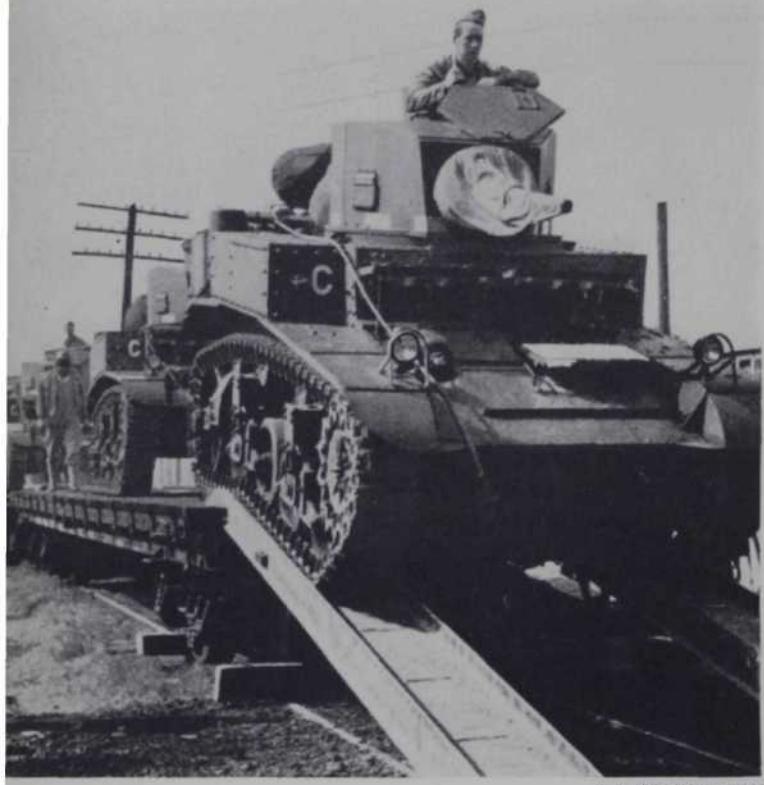
candy and take it out of the store, the March price is tops. If you eat the candy on the premises, the shopkeeper can charge as much as the traffic will bear.

O.P.A. can move fast and equitably as a Baltimore merchant learned. His suit racks were practically cleaned out by the big March rush for men's clothing. He filled them up with left-over last summer's suits, some of which he sold at last season's prices—\$30. That established his ceiling. Now replacement suits of the same quality are selling for \$37.50. O.P.A. made an amicable adjustment almost as soon as the merchant's hardship was called to their attention.

ANOTHER clothing merchant reports a different type of hardship. He and his competitor bought the same brand suits to sell for \$35 last September. The competitor replaced his stock in December at a higher cost and placed them on sale at \$37.50 plus the cost of alterations. The first merchant needed no replacements and kept his suits on sale at \$35.00. The ceiling caught him with a price \$2.50 below his competitor. When he attempts to replace the suits his profit margin will be wrecked. In addition he makes no charge for alterations and must continue on that basis.

"But I expect it works both ways,"  
(Continued on page 70)

# America's Wheels Roll Up



U. S. ARMY SIGNAL CORPS

## 1,000,000 Tons a Minute

SINCE Pearl Harbor railroad freight traffic has been 77 per cent above 1939, 30 per cent above 1941 which, in turn, was higher than 1929, the previous peak. Record shows that, since October, railroads have hauled an average of 1,000,000 tons of freight one mile every minute day and night. Part of increase is defense work, part unusual jobs:

For the first time rails are carrying major part of oil supply for 17 eastern states from the producing centers; for first time they are bringing Pacific Coast lumber and canned goods to the East; carrying Maine seed potatoes to the South; Florida citrus fruit to the North; importations of tropical fruits and Caribbean sugar from Gulf and South Atlantic ports to the North. Meanwhile, all-rail movement of coal into New England has doubled and roads have given first consideration to movement of troops and war materials. In addition passenger traffic is up 40 per cent from 1941, 82 per cent over 1939.

## "More Precious than Jewels"

UP ten per cent this year over 1941 when it broke all previous records, the American truck fleet is demonstrating why Joseph B. Eastman, Office of Defense Transportation director, calls trucks, "more precious than jewels." Fleet is now 5,000,000 trucks, in good condition, because owners, scenting trouble ahead, bought 700,000 new vehicles last year. Government will see that they get tires, owners will see that they are used wisely. American Trucking Associations have established a "trucking service war council," are working on plans for "clearing houses" at key points to handle exchange of freight and equipment among carriers, assure full load on every truck that moves.

## A 750 Mile Assembly Line

FACTORY production lines no longer begin and end in one building, sometimes not even in the same state. Men with leather gloves grab airplane engine heads as they pour, still hot, out of a Cleveland plant, load them on trucks which have metal floors to prevent burning. Twenty-two hours later trucks unload them at a Connecticut factory 613 miles away where the engines are assembled. Time for trip used to be 36 hours.

Other trucks leave a New England plant every six hours, day and night, seven days a week carrying gears for Navy torpedo boats, deliver them at a Detroit assembly plant 715 miles away, 31 hours later. That's 15 hours quicker than any other transportation can do it.

A fuse plug manufacturer uses trucks to link five suppliers. Each day trucks pick up 20,000 castings, move them to other plants for annealing, machining and plating, ending up at mother plant where parts are assembled.

## How It's Done

COMMENTING on troop movements, Lt. Gen. Brehon B. Somervell, in charge of Supply, remarked:

The thing is moved with the greatest of smoothness, thanks to the very effective cooperation we have with the Association of American Railroads. They have a large group of people which they pay and maintain which sits right in the office of our Chief of Transportation. We do the job right across the desk from them. There is a minimum of friction, loss of time and the efficiency certainly never was approached in the last war.

When troops or equipment are to be moved from Camp



A to Fort Z, the War Department issues an "alert" or advice that the move is planned. The Military Transportation Section of the Association of American Railroads assigns a number to the movement and notifies the railroad serving the point of origin. That road gathers equipment for the move. A railroad passenger traffic association sets

# New Records

**EVERY DAY** brings a new triumph as railroads and trucks handle the war-time chore of "getting there fustest with the mostest," and do it so skilfully that the public is not aware of confusion or delay

up the routings. When the actual order for the movement is issued, the equipment is ready.

Once the troops begin to move, a schedule is maintained. At division points progress of the movement is wired to Washington where it is charted on a huge wall map so that the War Department always knows exactly where troops in transit are. Frequently it changes the destination after the movement starts. In one instance, a turn-around was accomplished in 30 minutes.

## O. K., We'll be There

A CONVOY preparing to sail from San Francisco needed life rafts and blankets being made in New England. Best previous trucking time would delay sailing 36 hours.

"We'll have 'em there."

Rafts and blankets went into trucks off the New England assembly line. As each truck was loaded, "Roll it."

They rolled 'em. Through to Chicago without stops for meals or inspection. There other trucks took over. They rolled them through a middle western blizzard clear to the Rocky Mountains. At Denver new trucks started rolling, found an important bridge out, swung wide in a 200 mile detour.

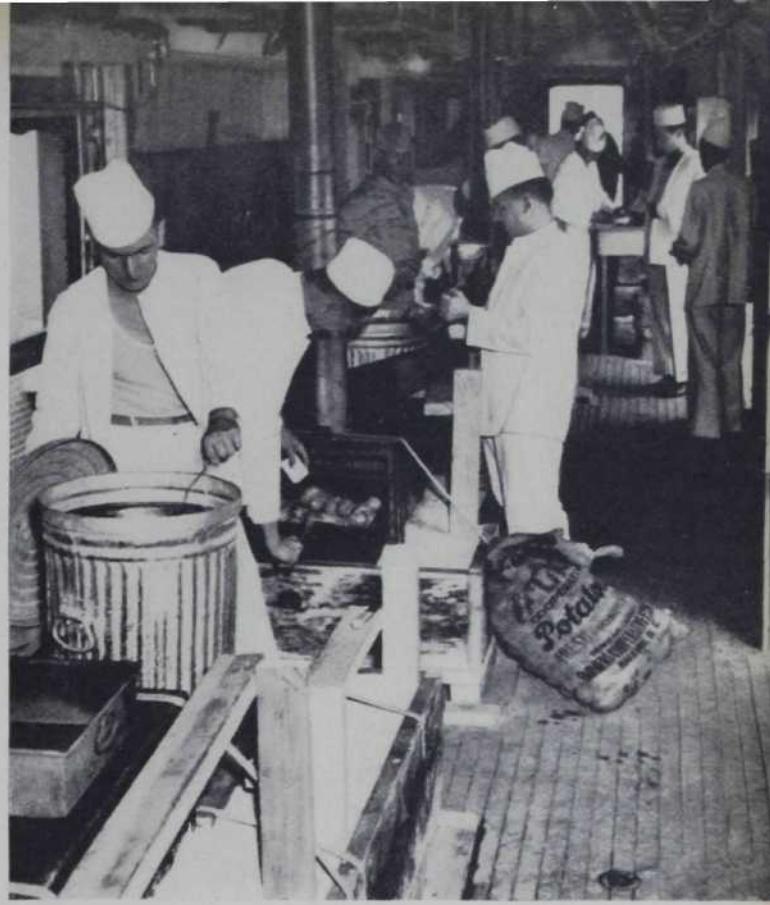
The convoy sailed on schedule—with life rafts and blankets.

## So Hitler is Efficient

WHEN the Nazis invaded the Balkans in 1941, they took over the Hungarian railroads. Civilian traffic was at a standstill for days. In the seven weeks after Pearl Harbor, American railroads moved 600,000 troops, with munitions and supplies, some of them all the way across the country. At the same time they handled the Christmas rush so smoothly that the troop movement went unnoticed. By March 28, Majority Leader McCormack reported to the House of Representatives, that the railroads had moved 2,000,000 troops, "without confusion or delay."

## Business While Moving

EMPLOYEES of the Labor Department's Wage and Hour Division finished work at their desks in Washington on Friday, went to work at same desks in New York Monday morning. Over week-end, 43 moving vans had handled 473,000 pounds of material and equipment. Not unusual. Country's 20,000 moving vans handle 85 to 90 per cent of all household goods moved, find business at all time peak with defense workers, Army officers, civilians being shifted



U. S. ARMY SIGNAL CORPS

daily. Household Goods Carriers Bureau, national organization of van operators is establishing cooperative corporation with offices in 100 cities so that shipments can be pooled, trucks have full loads both ways.

## Workers Bear Down

EIGHT railroad shop labor organizations, represented by the American Federation of Labor, have told management that railroad shops can produce more than necessary railroad work: "Why couldn't excess capacity be employed to do something directly related to the war effort?"

Management welcomed suggestion, went further. It agreed that any direct war work done in the shops should be performed at no profit. Shop labor organizations said that the supplementary war work would be for the Government and therefore, came under the Walsh-Healy Act.

"However," they said, "the labor organizations have standard contracts with the railroads, let these operate as far as war work in railroad shops is concerned."

The War and Navy Departments recommended to the Labor Department that railroad shop war work be exempted from Walsh-Healy Act provisions. The Labor Department approved. Thus the way was cleared for a welcome and patriotic contribution of railroad shop workers to the war effort.

## The Women and Children

DURING the long lean years for the railroads through the 1930's, old heads never expected the railroads again to hire any kids. But they are hiring them now. Also they have raised the age limit from 45 to 55 years. The railroads, more than any other industry, must train their operating employees. The training process is going on all the time. In times of heavier traffic, numbers in the training process are greater and in slack periods, the number declines. The fireman is always in training to become an engineer, the brakeman to take over a conductor's job. With the labor situation getting progressively tighter it may be that American railroads will have to follow the example of the English roads which now employ women as porters, ticket

(Continued on page 61)



Carl Lehdi, left, native of Finland, 25 years a sailor, learns about wooden ship construction from instructor William Lenhart

In this class of shipfitters' trainees are a Univ. of California scientist, a pile driver, an editor, a laborer, a stone mason, a laboratory assistant, a writer, a ranger

## Workers from the

TWO YEARS ago Berkeley, Calif., was the home of what many writers called an All-American football team. Today Berkeley has an All-American industrial team with members made up of natives from all over the world, school teachers, college professors, professional men turned mechanics, business men, apprentice workers and skilled workers. It is a pattern team that many other communities might imitate in America's all-out effort to provide the millions of workers necessary for making war implements.

Berkeley had a pre-vision of what was coming and set out to protect itself. As far back as June, 1940, the city appropriated \$500,000 to set up a machine shop as an adjunct to the high school. The need for trained workers was already apparent in the scores of industries grouped around San Francisco Bay, all engaged in some part of the activi-



Bert Holdaway, world war gob, likes to raise rabbits, but gave it up to operate an engine lathe



PHOTOS BY EARL ROSE

# Melting Pot

ity engendered by the Lend-Lease Act.

Two defense classes were started in machine shop work and arc welding on a 24 hour basis. Soon there were 30 classes with more being organized. More than 90 per cent of those trained have gone to work immediately in defense plants.

Labor unions and business men co-operated. "Use our shops to train the men," said proprietors when the school shops became overcrowded. Today the schools are providing instruction and supervision but the students are being trained in the identical plants in which they will be given jobs.

Defense classes are of two types: pre-employment and supplementary. Pre-employment classes for those with no previous experience last from two to four months. Obviously it is impossible to turn out an all-around machinist in such a brief time. Hence each trainee is given a course in orientation under a watchful instructor who decides which machine he can handle best. He is then

(Continued on page 64)



Charles Landefield likes to argue with the instructors—here he has two of them on his hands while going over the fine points of grinding a tool



J. L. Astell, a native of Scotland, is operating a drill press here although he graduated from an arc welding course. He is now a shipyard worker



Former stationary engineer Cevio Marchetti checks rivet spacing on a model ship ventilating system



F. E. Monsler, right, instructor in sheet metal work, checks the handiwork of Michael Dobrynnin, a native of Russia

# When the Boys March Home

By ERIC A. JOHNSTON

**W**HEN the history of this war is written, the record of accomplishment of American management in producing ahead of schedule the weapons to crush our enemies will constitute one of its most thrilling, stirring chapters.

Never before in the modern industrial world has so much been done in so little time. It is truly a fabulous performance of free management and free labor working together as a well trained team for the cause of freedom.

From the beginning, management accepted the prodigious schedules laid down by President Roosevelt as a challenge to its skill, energy and resourcefulness. It has done what Hitler's minions sneeringly said it could not do. Conquering America, the Nazi propagandists proclaimed to the world, was to be an inside job. Again, the German war lords have blundered in misjudging the spirit of America, because we are hurling back the lie with a veritable torrent of planes and tanks and guns which will eventually bring about their downfall.

Just as American enterprise is today meeting the challenge of war, so must American enterprise prepare now to lay the foundation to meet the challenge of peace.

We men of business realize that the problems of post-war reconstruction will be vastly different from, and perhaps more perplexing than, the problems of war-time when we are all working and fighting for a single purpose—victory.

Today, we willingly relinquish individual freedoms and rights with the understanding that they must be returned after victory is achieved. We cheerfully make any sacrifice that contributes to winning the war.

But tomorrow, when peace comes and we settle down to the serious business of rebuilding the world we live in, we will face new social and economic problems more far-reaching in their implication than any we have ever been called upon to solve.

To understand better the task ahead of us, let's first ask ourselves: What are we fighting for? Are we fighting for



**AS IT meets the challenge of war, American business prepares to face the challenge of peace. The President of the U. S. Chamber of Commerce tells what that challenge is and how it must be met**

a return to the breadline or the dole? Are we fighting for a reversion to bitter depression and widespread unemployment? No! We are fighting for a way of life, for equality of economic opportunity, for a more equitable standard of living.

We are fighting because we believe our kind of world is infinitely better than Hitler's kind of world.

There are pessimists among us who believe that we will win the war and lose the peace; who believe that the American enterprise system is outmoded, incapable of meeting complex social and economic needs of this machine age; who believe that the American people would welcome a regimented society so long as it promised jobs and security. These are the men who have lost faith in a system that has given more and better things to a whole people than any other system—a system that will continue to yield an even

higher standard of living for all, if it is given a fair chance to operate; if we unshackle the free enterprise system.

But it is not enough to say that these pessimists are wrong. We must prove it by taking the necessary measures now to develop a post-war program that will assure jobs for the millions of men in the armed forces when they return from the far-flung battle fronts; for the millions of war workers who will be unemployed when the wheels of our war industries stop.

## Post-war problems

FULL post-war employment, then, is going to be our number one problem. Of course, there will be many others, such as a staggering national debt. However, if we succeed in providing jobs and thereby maintaining a high national income, the other problems will be less difficult and we will have laid a solid foundation for preserving the fundamentals of our American system.

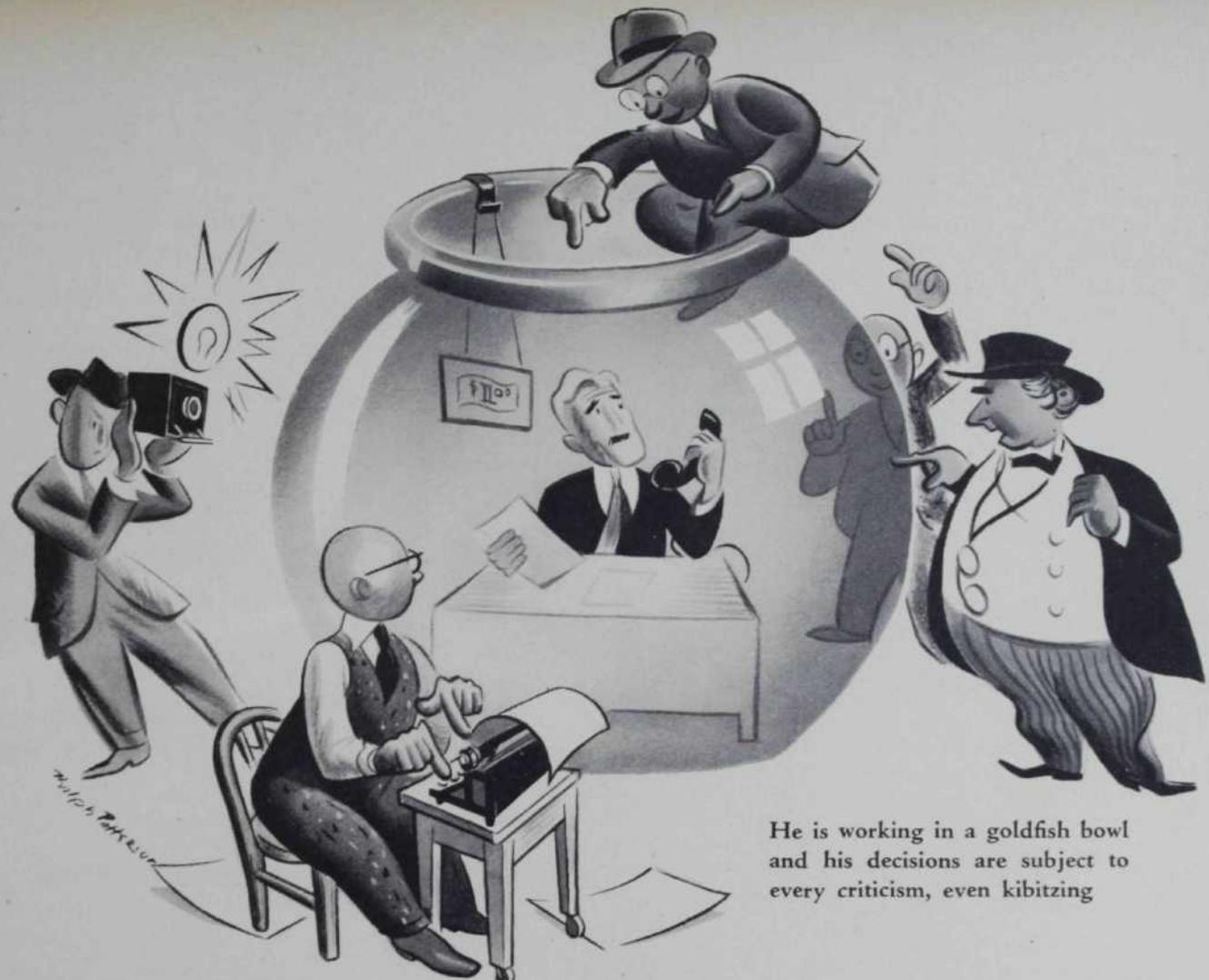
The alternative is obvious. If American enterprise cannot provide employment for those able and willing to work, the people will inevitably turn to government. In so doing, they will renounce at least a part of their cherished individual freedoms to the state. And the American system as we know it, love it and fight for it will be no more.

Totalitarian countries, unlike democracies, don't have to worry about unemployment. They boast of having solved it. But how? By putting millions of men in concentration camps and in barracks. The democratic solution is to supply useful, productive jobs for free and self-respecting men.

Many elements essential for the success of a program for full, post-war employment are now coming into being. After the war—

1. We will have the greatest plant capacity in our history.
2. We will have the greatest supply of raw materials, both natural and synthetic, which can be manufactured in the plant capacity of America.
3. We will have the largest number of

*(Continued on page 68)*



He is working in a goldfish bowl  
and his decisions are subject to  
every criticism, even kibitzing

## How to Be a \$1 a Year Man

By T. N. SANDIFER

**FINGERPRINTED, indoctrinated, at the mercy of second-guessers, the business man who serves his Government in Washington holds a competitive ten-hours-a-day job**

EVERYBODY in the country has his own idea of what is wrong in Washington, so the prominent New York City woman educator who recently told a meeting, right in the National Capital itself, that Washington drinks too much is entitled to her idea.

The reason for it, she seemed to think, is that war workers get all keyed up from war tension and need a "diversional let-down."

"I suppose the lack of it is the reason the people in Washington drink," she added.

Old Washington observers are entitled to their opinions too, and undoubtedly got one of their best laughs out of this explanation of why war workers in Washington drink; for that

matter, why anyone in Washington drinks. Here, however, is a problem of social significance, as the better writers put such things, and this observer, ever responsive to such challenges, decided to look into the matter.

He thought at once of a war worker he knows, a fellow in the steel business. This fellow not only has been in Washington a long time, but, as an additional reason for having himself a diversional let-down (see verdict of New York lady above), he has been the center of some pretty hot activity, because the war has certainly put pressure

on everybody in the steel business. I saw this man walking home, though it was after nine at night, and he must have had to cover better than five miles to do it.

The recollection of him walking home at that time of night brings up another observation of the lady educator already quoted; she was saying that something must be done to make the youth of the nation realize they must work to the limit.

"I know it's hard for them to realize this when they see industrialists riding around in Rolls Royces, and champagne

flowing freely," she apologized, however.

The incident of this steel man walking home in Washington at night is so far back now that I can't go to him with the lady's observations and ask questions. But, at last report, there were more than 500 other men like him in Washington. Like him they all have business worries back home, plus the ones incident to the war which they were wrestling with at Washington. Like this man, too, all they get is \$1.00 a year.

This appealed at once as a sizable group on which to conduct a socially-significant study. Furthermore, in addition to these men, there were at the moment, 153 others who did not get even the one dollar, but were listed as "without compensation." This gives them the general title, W.O.C. men.

As a word of warning to any serious-minded research analysts who may want to do a more competent piece of work in this field, it is necessary to work fast, because the W.O.C. men are rapidly becoming a vanishing tribe. Even those who get the dollar narrowly escaped extinction recently. As it is, there may be 500, or not that many, when this appears. The word "mortality" is not exactly the right one, but it conveys the sense of change in their

number and name in Washington, constantly present.

The reason is that getting to Washington, and getting on the pay roll at one dollar a year is much more difficult than getting on at say, \$1,440 or \$4,440; and, after getting on, the job of staying on the pay roll is, if anything, more difficult still. After looking into some details, I am convinced that this particular group could not have been the ones whom the lady educator saw drinking too much.

They don't have time, for one thing. Who wants to walk from his office late at night, and start champagne flowing freely? They must be too tired even to get in the crap game which, this same lady suggested, would be much better, as recreation, than drinking. Or at least, as she said:

"I don't know anything about crap shooting, but I suppose it's all right."

#### Regimented workers

THERE has been, in other words, a great change in the situation of Washington's dollar-a-year men since World War I when they first came into prominence. While, in the first instance, they were a sort of free-lance knight-in-armor strange alike to both Washington and the public at large, they are

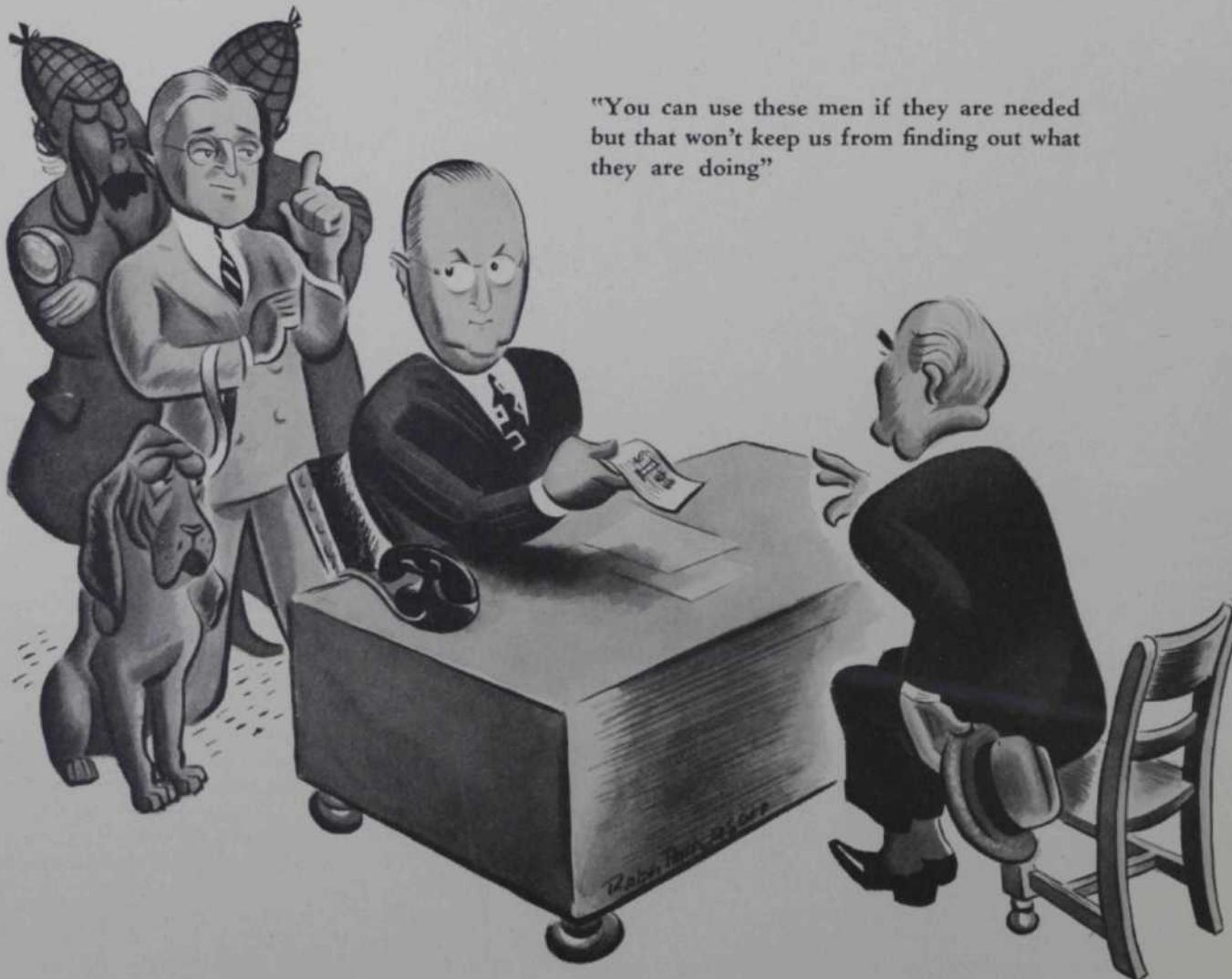
today a pretty much regimented set of men. Whatever they are, individually, "on the outside," once in Washington they might almost be expected to adapt to themselves that famous song of MacArthur's men, "The Battling Something-or-others of Bataan." They are certainly battling in Washington, and without hope of reinforcement or supplies.

First, Congress has specially authorized the status of dollar-a-year men, in a series of acts or formulations of policy. Second, and this is decidedly a novel procedure for men of this type, they are, so far as the Government views them, simply another classification of worker in government service.

This last will be news to many, but it is actually the case; under certain administrative orders promulgated by Donald Nelson, Chairman of the War Production Board, every dollar-a-year man in his organization at least, and this means the majority in Washington, must come within certain rigid classifications.

He must be a citizen of the United States, of course; "of high integrity and good moral character" with an outstanding business or professional record, and especially, "in receipt of earned income from his current non-

(Continued on page 66)



# Dear Mr. Congressman:

**A. W. ROBERTSON, Chairman, Westinghouse Electric & Manufacturing Company, recently addressed this letter to all Members of Congress**

AFTER considering the corporation tax program recommended by the Ways and Means Committee as set forth in various news releases, I am convinced that such a program will seriously affect the future of the Westinghouse Electric & Manufacturing Company. I am prompted to call your attention to the situation for such consideration as you may think it merits—particularly since the Westinghouse property and employees in your state, and the livelihood of the thousands who supply it with raw materials and services, will be directly affected by the situation of the Company.

The Westinghouse Company is not easily disturbed. It has survived wars, panics and booms for more than a half century. During that time, it has employed two generations of workmen and, in some cases, grandsons of former workmen are working for the Company.

It has prospered and made money for its stockholders and employees and for additions to its plants. It is still making both ends meet, as my mother used to say, but now most of the money earned will be paid in taxes, and relatively little will be left for either dividends or necessary amounts that must be retained in the business.

Every company finds need for additional money from earnings from time to time, due primarily to the fact that the future is uncertain, and mistakes are made. Unless additional money is available from some source, a company that is unfortunate enough to expand in the wrong direction will not be able to correct its mistake after it is found. This can weaken any company. A company must keep on growing or old age and decay will overtake it, and a company can grow only through money. Money is its life blood.

The country at large and all its citi-



HENLE FROM MONKMEYER

Without money, industry cannot support the 2,300 laboratories which continually give us more and better goods more cheaply

zens will suffer loss if a company like the Westinghouse Company fails through lack of funds to meet emergencies, and, if it fails, other companies will fail for the same reason. Where will men work if there is no Westinghouse Company or similar companies? Where will men invest their savings if not in such companies?

Who will care for those whose investments are lost if these companies fail? And who will care for the pen-

sioners whose pensions will stop if their company fails?

It has been said many times that the power to tax is the power to destroy. I am sure you agree with me that, among the obligations and duties which rest upon the shoulders of Congress, is the duty to act wisely when it enacts tax laws.

The trend I refer to is well illustrated by the comparative statement of Westinghouse earnings and taxes

for the first quarters of the years 1941 and 1942.

The significance of these figures lies in the fact that, notwithstanding the great increase in output which should and did increase the operating profit and the gross income, the final result was a substantial reduction in net income on account of the great increase in federal taxes, which taxes were accrued at a rate less than that now proposed.

Further, this reduction in net income for the 1942 period came about after the Company had completed new financing to the extent of more than \$56,000,000 of which more than \$36,000,000 was obtained from the sale of additional stock that in good faith essentially involves a 20 per cent increase in the Company's dividend liability.

## Comparative Statement of Earnings and Taxes

	Sales Billed	Income before Fed. Taxes	Federal Taxes	Income after Fed. Taxes
1st Quarter 1942	112,159,411	22,930,312	18,805,658	4,124,654
1st Quarter 1941	81,141,645	13,866,680	8,239,415	5,627,264
Increase	31,017,766	9,063,632	10,566,243	-1,502,610

A preliminary examination of our income for April, 1942, discloses a net income of less than \$1,000,000 after provisions for taxes on a business of more than \$41,000,000. This represents a return of slightly more than two per cent on such business and less than 50 per cent of the net income for April,

1941. This is not enough profit to pay even modest dividends to stockholders and continue reasonable wages to employees, without considering the well recognized necessity to make some financial provision to cover present and post-war conditions. We are alarmed over the situation. We are frankly wondering what is to become of the Company.

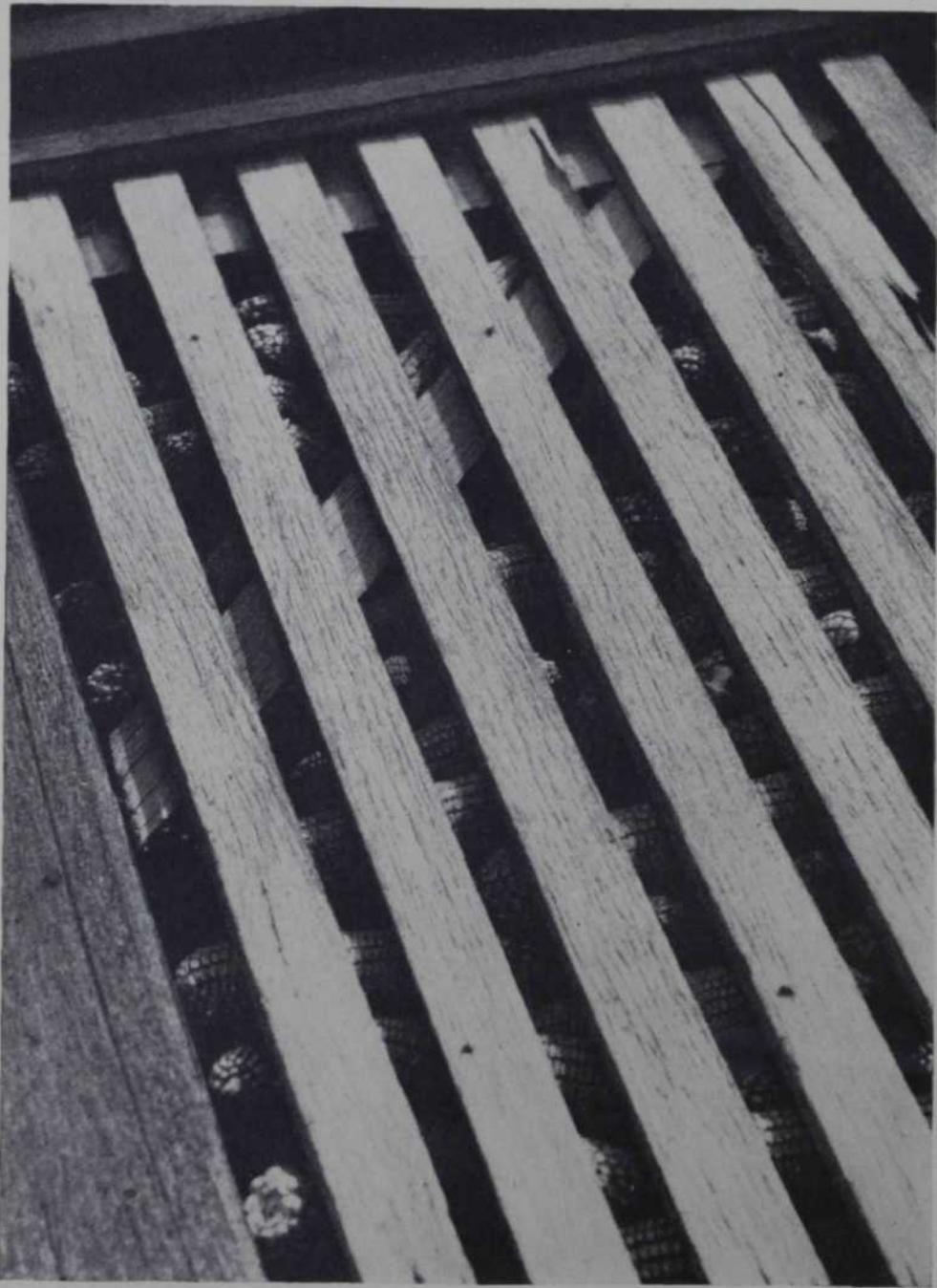
I am entirely sympathetic with a program that will impose heavy taxes on so-called excess profits, provided the true excess profits are really established. I am also sympathetic with the substantial taxation of so-called normal profits, but surely the application of a combined normal tax and surtax rate of 40 per cent after taxing excess profits at a rate of 94 per cent appears excessive. Such a tax program as that proposed may entirely eliminate the essential incentive to accomplish economically that expansion in production which is now so vital.

### Some profit must remain

ON top of these taxes is an insistent drive to reduce profits, which of course will reduce our taxes at the same time as they reduce our net income. And the final straw might be considered the increase in all expenses which is taking place on account of operating precautions due to the war, as well as threats of other increases.

In my judgment, Congress should move cautiously in proposing substantially higher taxes against corporations at this time, without a careful survey of their future effect on the national economy. I have been somewhat impressed with suggestions which I understand have been made that a percentage of corporation profits before taxes be treated as tax free and then invested in Government securities to be held in trust for the corporation for its use in the rehabilitation program that surely must follow the end of the war.

It is hardly necessary to add that this is not a plea for war profits. It is written to emphasize the fact that we must have money left after paying expenses (and taxes in any form are expenses), if we are to keep the factory doors open and do the job that must be done 24 hours a day.



The long term principle involved in wise taxation is simple:  
"Tax the crop, but don't eat up the industrial 'seed corn'."

RITTASC



Stair steps to victory. From them 70,000 tons of needed copper are coming every year

RISDON STUDIO

# A Copper Ghost Comes to Life

By NEIL M. CLARK

**BECAUSE** business dared spend \$35,000,000, diggings once thought "worked out" now help fight the Axis

**H**ENRY ARBUCKLE, engineer, foreman, fixer, and complete crew of the Coranado Railroad, climbed into the cab of *Little Emma* and yanked the whistle cord.

"That's to let the Injins know that I'm a-comin'!" he said.

"Be sure you bring back your hair, Hank," said a bystander who obviously hoped he wouldn't.

Engineer Arbuckle grinned.

"If anybody goes to hell bareheaded today," he said, "I'll g'arantee it won't put no stopper on the railroad business in Arizona. No, sir! Me, I'm a-goin' to keep all the hair I got."

Affectionately he patted the rifle that rode with him in the cab.

"Board for Morenci!"

Wheels clanked on steel rails. (20-inch gauge!)

Thus, in the year 1880, Arizona's only railroad locomotive set out for her daily ten-mile trip up Chase Creek Canyon to the copper mines, groaning up the five per cent grade at a top speed of five miles an hour, hauling three



Modern machinery for moving a mountain cut hauling costs from \$1.67 per ton-mile to about two cents

RISDON STUDIO

2,800-pound empty ore cars. . . .

The mines the Coranado Railroad served were "worked out" years ago but, from those same hills, copper is coming today to keep military communication lines open around the world; to carry electric power to munitions factories; to go into alloys to make tougher metals for ships, guns, airplanes, precision instruments, tanks, motors, shells—in a word, to help win the war.

### Story of a copper mine

TO UNDERSTAND what may be the world's greatest mining story today it is necessary to go back to Arizona's early days.

In the middle '70s, pioneers still faced a decade of Apache depredations and terrorization. But the trail to the copper mountain country was already well beaten. The first rich strikes had been made in the Morenci-Clifton district, and tent towns bloomed in the hills. Ore assaying from 400 to 800 pounds of copper to the ton was worth risking Indians, heat, drought and floods, as well as the hazards of hauling bullion by bull team over 800 odd

mouths. Drifts and cross-drifts were surrendered to bats and bears. In many cases, waste dumps were the only visible scars remaining of man's tenancy.

For Morenci, events should have followed the old familiar pattern: first, the rich strike; next, the rush; then the rip-roaring boom town; finally the fade-out . . . an empty-pocketed population leaving another ghost town.

The neighboring town, Metcalf, which once housed 3,000 or more, with big stone and wooden stores and homes, and a school that boasted of 23 teachers, has vanished completely.

But Morenci is the liveliest thing on the globe today in the copper-mining line. And, by strange coincidence, Jap bombs had hardly quit falling on Pearl Harbor, before tens of thousands of tons of vitally-needed copper began pouring from the "worked-out" Morenci mines.

It wasn't planned just that way. No one could have foreseen the Japanese treachery and our national need. But everything was ready. Planning was in it; planning and preparedness; planning by free, profit-seeking business enterprise in a democracy. . . .

Morenci is off the trail in big coun-

climb eight dizzy miles to reach Morenci, a mile up in the sky. The road to the town is hard-surfaced, but crooked. In the early days they built a believe-it-or-not railroad up Morenci Canyon; not Hank Arbuckle's baby-gauge, but a regular narrow-gauge line connecting with the outside at Guthrie, 20-odd miles below. To make the grade, in less than one mile of distance, that railroad stood on trestle stilts and made three complete loops, climbing 40 feet above itself at every turn. The modern highway is an eyebrow road with hairpin turns above precipices.

The first claims were staked around Morenci, in the very heart of Apache-land, in 1870. Ore was first worked in 1872. The blast on the first little Mexican 'dobe smelter was operated by a hand bellows. Early miners were Chinese coolies contracted for by the pound. The first railroad in Arizona was built at the Morenci mines, and the baby-gauge locomotive traveled 14,500 miles around the Horn by boat, and across mountain and desert by bull-train, to get there from Philadelphia. Water was brought in by bucket or barrel and, when there wasn't too little, there was too much, floods sweeping everything before them.

### Good ore was worked out

BUT the ore was worth it. It ran from 20 per cent to 40. Recovery methods were inadequate, and latecomers made modest fortunes working waste dumps for two per cent or richer ore; but prices held high. The tent town spruced up. Around 1900 the business center flowered with structures worthy of a city 20 times the size, including a four-story stone store, a hotel as fine as anything in the Southwest then, a handsome little chapel, a good brick school, a club. And, with the good, there was evil: Hell's Half Acre flourished a stone's throw away, with bawdy houses, gambling houses, saloons.

These are a few of the things Morenci remembers about her past. But Morenci has other memories. About times when ghosts fluttered in the streets. . . .

The depression that broke in 1929 was the last such time. It found Morenci's mines closed. Practically all the high-grade ore had been taken out. What remained, many said, would never pay to bother with.

Everybody who could get away left fast. Windows and doors were boarded up. A house with all conveniences could be rented for a couple of dollars a month, and no takers. Farmers bought many Morenci houses for as little as \$75 to \$150, and trucked them away for barns, garages, outhouses. Some Mexican families, a handful of caretakers, and a citizen or two stayed on. The post office was about the only thing

(Continued on page 62)



"Little Emma," first locomotive in Arizona, came round the Horn and then crossed the mountains by ox team

miles of Indian and buffalo country, across mountains and bridgeless rivers, to a distant railhead.

As often happens in new country, pioneers at Morenci thought little of who might come after them. Get and all that's gettable—quick! was their creed. They bowelled mountains with drifts, shafts, stopes; drove tunnels through solid rock with hand steel and double-jacks. Then, when the high-grade stuff petered out, they left. Talus in time covered many of the old mine

try. Thirty miles away is desert. At Duncan, coming in from Lordsburg, a traveler meets the Gila River and rising ground. At Clifton, scrub cedars and oaks give a touch of color to soilless red mountains. Clifton is the county seat and looks like most mining towns, raw, ugly—and interesting. The main street (there's only one) follows a ravine.

Clifton and Morenci are twin communities, about three miles apart in an air line. But, though so near, you

# She Speaks a Various Language

By JAY WINTERFIELD

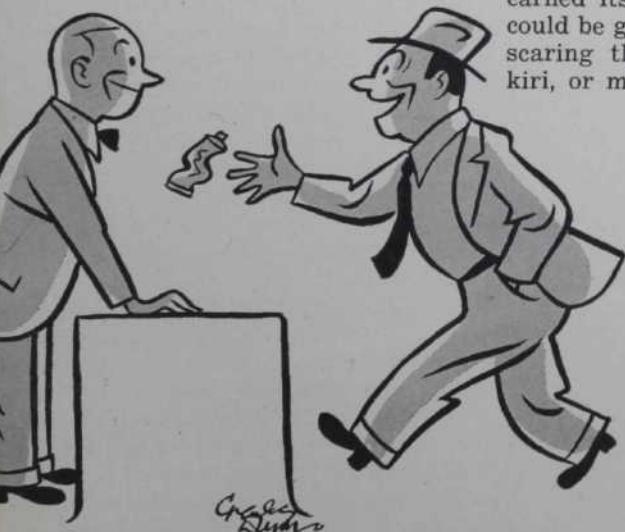
ONCE knew an American who attempted to learn Chinese from a coolie in a French army labor battalion. He made rapid progress until one day he tried to use some of his new-found vocabulary on another Chinese. The Oriental looked startled and drew back for a rapid pass with his fist.

Time and again the kick-back from some well intentioned announcement from a Government bureau striving to win the war, parallels this Chinese lesson closely. Consider the genius behind the wool-conservation plan for men's clothing.

For years many men have habitually omitted wearing a vest with a double-breasted suit. Others have preferred their trousers without cuffs. These were the major provisions of the conservation plan as applied to men's suits—nothing objectionable, at all. But some zealous functionary had to term the result the "Victory Suit." Maybe by now you know what happened.

I know one man who bought three suits, another who said he bought four. I saw another buy two; and visiting a men's store on two occasions before the deadline on trouser cuffs, I saw aisles crowded with men.

They were not intentionally un-



The citizen will toss in a used tooth-paste tube but he wants to know "who says so?"

NATION'S BUSINESS for July, 1942



Men visioned themselves in "Victory Suits" that would make the Japanese laugh themselves to death

**LIKE NATURE, war-time Washington has many messages for those who care to listen—and even those who don't. But, unfortunately, even those which make sense don't always mean what it was thought they did**

patriotic. What they obviously visualized—and they were helped in this by some unhappy exploitation—was a picture of themselves, or maybe Leon Henderson, wearing something that earned its title from the fact that it could be guaranteed to win the war by scaring the toughest Jap into hara kiri, or making him laugh himself to death.

## Bad publicity

AS a result of the wool conservation publicity many men undoubtedly bought one up to several suits that they otherwise would not have bought, thus using up a substantial proportion of any wool that the cuffless and vestless flat might have saved. Today at least one national men's clothing chain, and one large retailer are frantically advertising to kill the effect of that term "Victory Suit." The

W.P.B. itself tried to undo the damage too late.

This is not meant to be carping. It is intended merely as a lesson for Washington. The plan to conserve steel by curtailing razor blade manufacture prints a similar moral.

Washington assured the public that there would be an ample supply of blades. Then it added, "enough for one blade per man per week."

The public instantly translated this as a warning that men would be rationed one blade a week. The sequel was an appeal not to start hoarding blades.

Housewives, the country over, generally speaking, had been unmoved by the sugar shortage. A public official, who should have known better, viewed with alarm. Now we have rationing.

There will be more rationing, of course. The American people expect it. They know they are entering a period in which they are to be more regimented than at any time in their history—not just big corporations, not just the wealthy, but the great mass

of the population, the pants pressers, filling station owners on country cross-roads, the grocery stores, all of us. The complex, moiling Washington bureaucratic machine is grinding at the very door of every American. Its orders have become the way of life. Americans have been told that this is the way to fight a war and they are willing to fight it that way. If the citizen has to toss in a squeezed-out tin tooth-paste tube before he can buy a filled one, he is willing to do it, but nobody can blame him if he is getting into a state of mind where he is beginning to ask "who says so?" when new rules of conduct are offered.

### Public sees contradictions

AFTER all, he did save aluminum—needlessly. Then he was told to save tinfoil only to find, after he accumulated a sizable wad, that saving tinfoil was not necessary. He has listened to the War Production Board's charges that Carnegie-Illinois Steel Corporation and Jones and Laughlin Steel Corporation had violated priority regulations to the detriment of the war effort and then seen the former awarded the Navy E "as evidence of the accom-

ing possible on government contracts.

In the face of all the loose talk emanating from Washington, who can blame the citizen if he takes an "oh, yeah" attitude toward the 365 so-called PD orders that have already emanated from the W.P.B. or the Office of Price Administration.

Too many of these government instructions which will eventually cover every phase of daily life from telling the housewife what kinds of soup she can buy to telling her husband where he must work rival the classic profundity attributed to Dean of Harvard Law School James Landis, who, as Civilian Defense Director, announced that "to accomplish obscurity" it was necessary "to terminate the illumination." What he wanted was the lights turned out in government departments during a test blackout.

Even when put into every-day English, many of the orders are not clear. At an earlier stage, for instance, it became necessary for Washington to clarify one of its orders so that a country-store owner felt safe in selling a neighbor a package of wire nails; the right of a mechanic to buy the simple tools of his trade had to be protected in another order. A really top-flight Wash-

local official bureau—will he get it? He can if he can prove that, without the tire, he can no longer get to his work. These and an untold number of other hair-splitting rules will govern life, for that is the war as we are fighting it.

It is not safe to say flatly that 365 PD orders have already been issued. Some have been recalled, some were announced and never issued. Some were superseded by different versions before being issued. It is difficult, if not impossible, to get a list of all these orders from the beginning, that can be checked against any other two such lists in Washington, with assurance that all will coincide.

A certain pamphlet of instructions on Priorities was dated February 18; it was actually on hand by March 1 but, according to reliable information, the Army and Navy Munitions Board itself did not have enough of them at the time, and the prospect was then that it would be three more weeks before there would be enough.

Perhaps this did not matter, after all, because already there is in process a shift from straight priorities to a Production Requirements plan. It is not necessary to detail the difference between the two systems, but a lot of small plants, along with the big ones, will have to know sometime.

These various orders and manifestoes from Washington all entail filling out forms, questionnaires, statements of every conceivable kind, covering inventories, destinations of goods, and what the firm did with the other allotment of widgets it was allowed.

### Orders are postponed

A CERTAIN order pertaining to copper, dated January 3, required three forms, which, by March 19, had not been printed, so far as diligent inquiry could disclose. Repeatedly, it has been necessary to postpone certain orders because the essential papers which private business needed to comply with the order were not available.

This is the situation that both the public and Washington must cope with if the pending regimentation is not to falter. If every business executive, large and small, could sit for a few moments with Donald Nelson, or with Leon Henderson, the problem would be solved easily.

Nelson especially has a faculty of expressing himself in plain language, and he breathes sincerity. He knows that a single order, like the one suspending the use of steel in more than 400 items of every-day use, is going to affect the whole American economy. Commenting on the demise, by official order, of the juke box, he tells you:

I certainly hold no brief for juke boxes  
(Continued on page 74)



If every business executive could sit down and talk things over with Donald Nelson problems would be solved easily

plishment in production" and the latter receive a telegram from the Undersecretary of the Navy congratulating them on setting all time records in production.

He has listened for years while the Administration urged employers to be liberal and then seen Jack & Heintz condemned for being too liberal. He has heard complaints that business was profiteering and then read how North American Aviation, Inc., returned \$14,000,000 to the Government because its own increased efficiency made that sav-

ington order pertaining to used steel rails apparently held no interest for a stock-farmer or local builder until the order had to be modified to permit the farmer to buy a used rail as a counter balance on his farm gate, and not be legally compelled to pay the same price that a railroad might pay if buying the rail for track. In short, there was a difference between scrap rail and those actually fit for re-use, but it had to be specified.

A man in a defense plant area may want a new tire, and apply to some



Breezy and his superintendent need no glass topped desks to discuss a production problem

# One of the Men Hitler Forgot

By LARSTON D. FARRAR

A STORY of one of America's small business men to whom business is a game and hints that we can't fight, an insult

ONE DAY in June, 1940, Herman Delmos Wynn—"Breezy" to everyone who has met him—was summoned off the sands at Daytona Beach, Fla., to answer the telephone. His sister, Mrs. F. W. Schnelle, was calling from Knoxville, Tenn., where Breezy's plant, the Southern Athletic Company, Inc., manufactures sporting goods.

"You'd better catch the next plane home," she said. "We have an order from the Philadelphia Quartermaster Corps for 165,000 barrack bags."

"Wheww! And I've never seen one of the damned things!" he exclaimed. "Find a barrack bag in Knoxville, if possible. I'll be right home. And hang up. We can't afford to talk any longer."

World War No. II, then still an academic question to most Americans, became very real to Breezy Wynn from that moment. He gave up vacationing for the duration to carry on his own personal war against Adolph Hitler & Company.

Apparently Adolph, Tojo and Benito overlooked Breezy Wynn—and thousands like him. In America's crucial hour,



Breezy, with bat, and his brother test the kneepad he devised for use of American Paratroopers

they are rallying round finding ingenious solutions to problems that the dictators have been working at with bull whips for years. Consider Mr. Wynn as a type—but don't call him Mr. Wynn.

Call him Breezy. Everyone does from the janitor in his factory to the president of Knoxville's biggest bank. Breezy is 32; stands five feet, ten inches and weighs 218 pounds stripped—less than at any time since he graduated from college. His head is as bald as the football helmets which he wore for 14 years. Not a romantic figure—but:

Since 1940, Breezy Wynn has set a production record that will stand for a long time. He has manufactured for the U. S. Army, among other things, 3,500,000 barrack bags, although—

He never has been in another man's factory in his life.

He never has read a book on modern production.

He never has had one day's training under an industrial or production engineer.

He has only a smattering of economics, a smattering of history, and pays scant attention to current events below the headlines.

He knew (and knows) only that the country that gave him an education and an opportunity to make honest money

is facing an emergency and that he can play a part. He never has determined just how and why we became involved in war . . . and likely never will worry as much about it as the average coffee shop analyst.

"They think we can't fight, huh! Let's show those jerries."

### Starting from scratch

BREEZY flew home from Daytona to fill a contract on which he had bid in a leisure moment with little thought that he would be called upon to produce. To do it he had to meet an "impossible" schedule "that would have scared Henry Ford to death, given the same material and machines and orders."

When Breezy stepped into his dingy, basement-floor factory where he had increased his sporting goods business from \$1.50 a day to \$100,000 a year in little more than 25 months, he saw three sewing machines, a pile of football paraphernalia, a few clerks—and the telegram ordering the 165,000 barrack bags. He rolled up his sleeves and went to work.

"We had 100 yards of denim on hand—and needed 360,000 yards," he recalled recently. "We had three workers

who could use our machines—I, my brother and a man who is still working in my factory. My sister was book-keeper and the others on our staff handled sales, or did office and shipping work."

The next day only two people in the plant could run the machines. Breezy was in New York seeing denim manufacturers. He saw dozens before he found a credit manager who believed he could fill the contract and would trust him with an open order. It took until midnight to wear him down but he finally said,

"This is the first time I've been at the office this late in 25 years," and signed the order so he could get to bed.

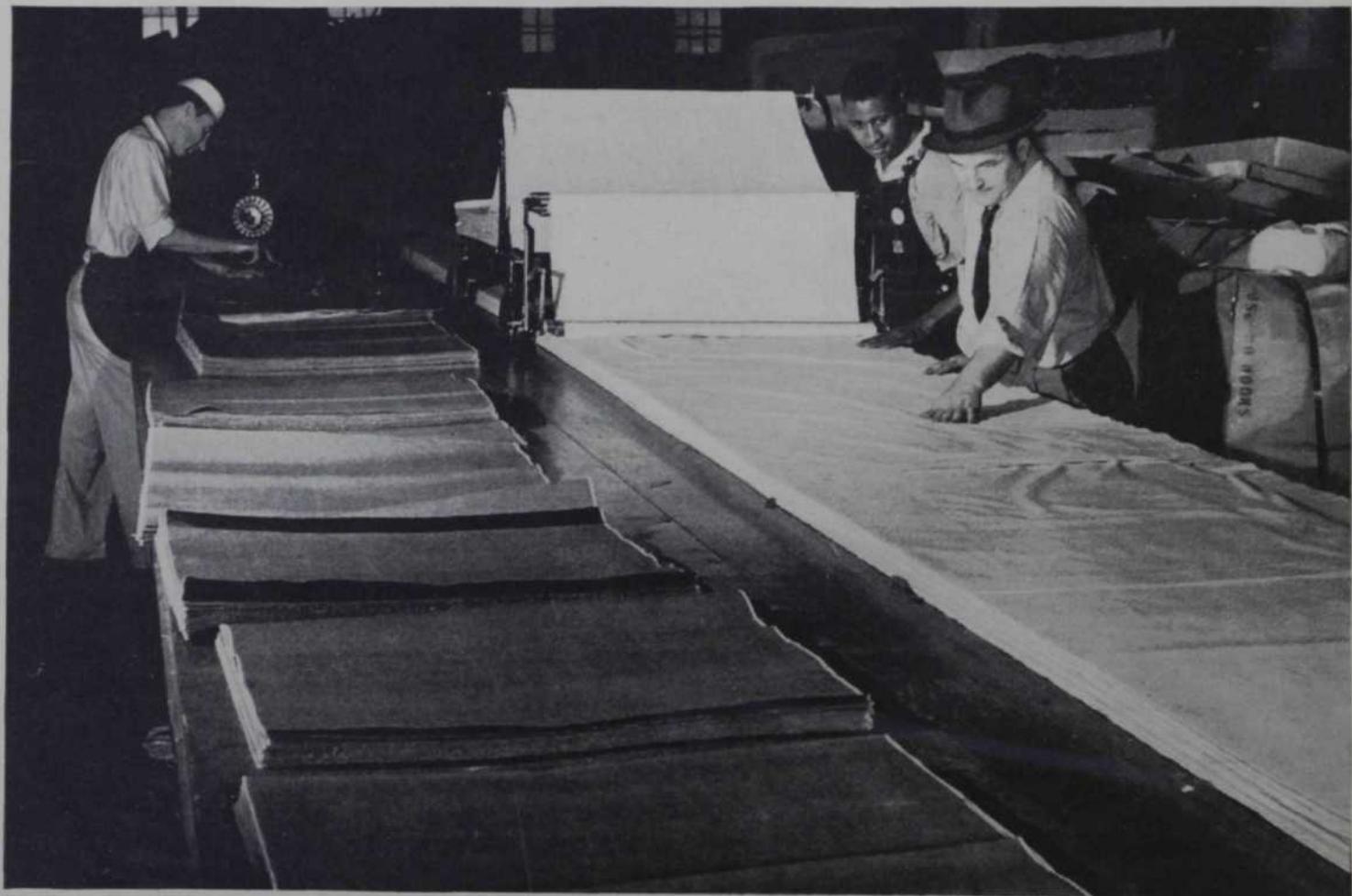
The Southern Athletic Company had no credit rating for that kind of buying since it had purchased in small quantities for cash or on terms from Knoxville jobbers.

Next, Breezy lined up a printer at Fountain City (near Knoxville) to make his labels. Then he had to arrange financing.

"I stayed on the go for five days, without a lick of sleep," he says. "It was hell . . . but we got going."

The plant started working with the

(Continued on page 56)



Cutting room in the factory which, a few months ago had three sewing machines, and a few clerks. Now, with new machines, every step of the operation is handled in the plant

# MANAGEMENT'S *Washington* LETTER

A last minute roundup by a staff of Washington observers of government and business

★ Get this—it's big—War Production Board will become a super-rationing agency for production materials.

Industry has done such a magnificent job of converting for war that production is outstripping raw materials.

Critical shortages are developing. This, plus rivalries among many war agencies for available supplies, has rendered the priorities system useless in some cases.

So—enter the "apportionment" system as successor to priorities. WPB takes on the brand new job of rationing production materials and serving as a clearing house for the war agencies.

DIFFERENCE between priorities and apportionment systems is this:

A priority rating simply assigned you a place in the line-up for purchase of critical materials. With each war agency convinced its own needs were paramount, it handed out priority ratings which tended to become uniformly A-1A. Result was the ratings lost all value and supply firms couldn't tell where the head of the line was.

Under the "apportionment" system, you will be guaranteed a certain amount of available supply if you have an essential industry. This amount will depend upon total stocks in hand, total requests and the recommendations of the war agencies as to urgency and necessity.

Start is being made with a list of basic metals, effective July 1. If the system works it will be extended later to all production materials.

Here's HOW it operates:

Industries requiring more than \$5,000

worth of any of the metals on the list in the next calendar quarter will report their needs to WPB.

At the same time they will report to WPB how much of these metals they have on hand.

WPB will sort out requests, examine war agencies' recommendations, and balance total requests against total supplies. Essential industries will be given authorizations to buy so much. Sources of supply will not be permitted to sell to any company more than the amount authorized.

Industries requiring less than \$5,000 worth will be taken care of by setting aside a percentage for them. They will then be given priority ratings entitling them to a place in the line for whatever is left after essential needs are satisfied.

Chief danger is the welter of statistics and administrative detail involved in the system.

Steel is the hardest of the basic metals to deal with because of its many kinds, shapes, sizes and forms. If the system can be made to work as to steel it can be made to work as to anything, WPB officials believe.

Advantages claimed for the apportionment system: a better check on competition among war agencies, prevention of hoarding and over-stocking by some industries at expense of others, a more even flow of materials, and more efficient planning by the supplying companies.

This is rationing on a grand scale. It is a far-reaching change in policy, but

the average citizen will not be affected now. It will hit him later with the effect of a delayed-fuse bomb.

★ CIVILIAN GOODS: practically all essential materials are now going into war production. Manufacture of civilian goods is slowing down; in some items it has stopped entirely. Six months ago new housing, automobiles, refrigerators and many other items were thought essential to our standard of living. They aren't even in production now.

Best government guess is that the civilian will feel the full impact of shortages and rationing in six or eight months. His present supplies of many items won't be exhausted until then, but he won't be able to buy more when they are gone.

Prospect remains, however, that little if any new rationing of consumer goods will be ordered until late fall.

Coffee and tea may be exceptions; rationing may come soon.

Sugar rationing is to continue, although sugar stock piles available to United States are now 1,000,000 tons above normal consumption of 6,800,000 tons. This figure allows for Lend-Lease and allotments to United Nations. Asked about this situation, an O.P.A. official says "we can get figures galore, depending upon what department issues them."

★ GASOLINE and RUBBER: Continued gas rationing in Atlantic states, with supplies less than May-June. Nationwide gas rationing? President Roosevelt alone will decide. Public protest has been effective; national gas rationing will not be ordered until public shows what it can do toward voluntary conservation of rubber.

The President is dissatisfied with handling of drive for national gas rationing and has called off OPA until rubber situation is straightened out. Congressional leaders told White House the Democrats would suffer heavily at November elections

unless public is convinced gas rationing is not just a cover-up for something else.

RUBBER: Sole justification for nationwide rationing of gas is conservation of rubber.

Background:

It now develops that the rubber situation would be worse than it is if the rubber fabrication, chemical and petroleum industries had not virtually wheedled the Government into action on synthetic.

For example, the petroleum industry started back in the spring of 1940 urging Government to develop a domestic synthetic rubber industry. Government refused because English and Dutch insisted they could continue to bring in raw rubber from Far East.

After much government indecision and inaction, petroleum industry finally was told in January of this year that it would be expected to produce 200,000 tons of synthetic this year, with 80,000 tons to come from other sources.

Since then the rubber, chemical and petroleum industries have turned loose their technical men, an astonishing lot of "know-how" has been developed, facilities and processes have been improved, and petroleum's goal alone is now 800,000 tons.

Why so much confusion and public bewilderment over rubber? Because the Government itself has been confused, working at cross-purposes with itself. These conflicting agencies have been dipping into the rubber situation: War Production Board, Rubber Reserve Corporation, Army (3 groups), Navy, Office of Petroleum Coordinator, Office of Defense Transportation, Board of Economic Warfare, Office of Price Administration, Department of Agriculture, Lend-Lease Administration, three Senate committees, one House committee.

Result: a disorderly debating society.

PREDICTION: Within the next few weeks, possibly before you read this, Mr. Roosevelt will name a rubber coordinator or

board with power to make decisions and make them stick.

This man will have one of the toughest jobs in the war government. He will have to decide how much raw, reclaim and synthetic will be available, how much should go into recaps, how much the war agencies need, how much we can afford to send to our allies and to South America, and countless other vital questions now in violent dispute.

The citizen who just wants to take a ride will still be out of luck.

★ SHIPPING: Shortage of bottoms is still our Number 1 national headache. It was said here last month that there was hope submarine problem would be licked by late summer. Navy is still optimistic, but military necessity keeps average citizen in the dark as to progress.

Ship construction is going forward very well, however, and by August 1 new construction should pass the present rate of submarine sinkings. That will at least mark a turn of the tide.

Cheering notes: first ocean-going vessels to be built on Great Lakes by Maritime Commission were launched in early June at Duluth. American shipyards established world record in May when they delivered 43 Liberty ships, three tankers, three C-type vessels and nine emergency cargo vessels.

Manning the vast fleets now being turned out at the shipyards is a huge task. War Shipping Administrator Lew Douglas has set up a new agency to recruit and train seamen.

President Roosevelt has asked Congress for \$1,100,000,000 for acquisition and operation of vessels carrying arms and supplies in the next 12 months.

★ MANPOWER SHORTAGES will become critical throughout war industry as summer merges into fall. Manpower Commissioner Paul McNutt now estimates he will have to have 7,000,000 from civilian production employment, 2,000,000 more from the ranks of re-

tired workers, housewives and youths; 1,500,000 from present unemployed, 400,000 to 600,000 from farms, and 400,000 from professions.

Acute scarcity of physicians threatens. Army and Navy have taken many, need many more. War Manpower Commission is calling for physician volunteers—20,000 this year, 10,000 in 1943.

Hardest hit by physician scarcity are small communities with only one or two doctors. If the only doctor goes into service or is asked to go to war industry community, he cannot be replaced.

Medical authorities are praying we can get through next winter without epidemic.

★ WAR LABOR BOARD is starting to get tough, even with itself.

Its decision to send in strike-breakers to replace 125 striking textile workers at Fall River, Mass., indicates the board's temper. The strikers ignored repeated board warnings, refused to go back to work, and kept 800 other workers out of employment, bringing war production in the struck plant to a standstill.

Board also is impatient with its own delays. Chairman William H. Davis is working to end debates among members, speed up procedure, shorten interval between close of hearings and decisions.

One of the Board's serious troubles is shouldering the responsibility, placed on it by the President, for stabilizing wages. Labor insists farm prices and executive salaries must be frozen before

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AMERICAN AIR FILTER COMPANY, INC., 109 CENTRAL AVE., LOUISVILLE, KY.  
IN CANADA, DARLING BROTHERS, LIMITED, MONTREAL, P. Q.

wages are stabilized. Board members want a clear-cut policy on the whole inflation front before they step into wage stabilization.

LABOR UNIONS, meanwhile, continue to demand wage increases. In one recent week, 11 of 14 new cases docketed by War Labor Board carried wage demands. Docket already was full of such cases.

Rift between John L. Lewis and Philip Murray is wider than ever. C.I.O. executive committee meeting in June made it clear that no new overtures are to be made to Lewis by Murray, that the fighters will slug it out. Dope is that Murray probably will by-pass Lewis by dealing amicably with William Green of A.F. of L. That does not mean, however, consolidation of C.I.O. and A.F. of L.

Practically unanimous labor opposition to proposal to "freeze" jobs has stalled Manpower Commission's plan to require workers to get federal clearance before moving from one job to another. It's a hot political potato, too.

Don't overlook significance of the New York State Supreme Court decision in the New York City dress manufacturers case.

The dress manufacturers signed a group contract with International Ladies Garment Workers Union which included a provision that each manufacturer should contribute to a million-dollar promotion fund to boost New York as world style center. One manufacturer refused to kick in. The union brought suit, the court held he had to pay. Advertising and promotion used to be purely management functions. With this decision, labor can get foot and hip in the door.

★ CONGRESS: legislators are restive, reflecting public attitude as well as attacks upon themselves. The more critical members are quite willing to leave the military phase of war to the executive branch, but think Congress must keep close tab on domestic measures.

House and Senate members think they are becoming today's forgotten men and they don't like it. They resent being kicked around by administrative officials, particularly officious underlings. They think gas rationing was handled in such a way as to put Congress in a bad light with its X cards.

Congressional antagonism toward bureaucracy may be seen in side-swipes at CCC and NYA.

MAJOR ISSUES: Gas rationing, price fixing, rubber situation, reform, administrative inefficiency—these are likely to be the chief issues of the November campaign.

Republicans like the looks of things as they stand now. They count on many wartime irritants to react against the "ins." Partisanship, as such, is out the window. Voters will be for or against individuals and specific measures.

★ TAX BILL: Prospect is for action before election. President Roosevelt and Secretary Morgenthau both are prodding and Congress is smarting. Revenue flowing from this bill will fall short of Treasury specifications, and Congress will come back after election to make up the deficiency.

Look for big sales tax push next fall, after election. Administration aids disagree as to form it should take, but manufacturers' excise tax is likely. Need for revenue is too great for sales tax to be resisted very long.

CAUSE FOR CONCERN: What present tax levies are doing to corporate profits.

Study of earnings of 270 corporations by National Industrial Conference Board shows:

Net income before taxes was 29 per cent better in first quarter 1942 than in same period last year, BUT net after taxes was 25 per cent below 1941.

Earnings before taxes and reserves were up 114 per cent over 1940, BUT net after those deductions was down 14 per cent.



## Where's the best place to live to get Metropolitan service?

YOU MIGHT THINK that to be ideally located from the standpoint of receiving service on your life insurance, you should live in the shadow of one of Metropolitan's principal offices. These are . . . the Home Office in New York City, the Pacific Coast Head Office in San Francisco, and the Canadian Head Office in Ottawa.

But Metropolitan has about 29,400,000 policyholders, and it is obviously impossible for all of them to live within sight of one of these three offices. So we plan to carry service to Metropolitan policyholders where they *do* live.

This is done through the life insurance agent, a man who is acquainted with you, understands your problems, knows your circumstances, and is therefore able to help render you the kind of service you should have.

Metropolitan agents receive continu-

ous training in how to help you select the kind of life insurance that best fits your needs. Moreover, through the agent you have access to the counsel and advice of Home Office experts. In fact, Metropolitan maintains, at the Home Office, a number of departments especially equipped to assist the agent in keeping your life insurance program fitted to your needs.

Your Metropolitan agent is always ready to help you solve your life insurance problems, and to give you the benefit of his training and experience.

He is a career man whose calling is highly specialized. He works constantly to increase his knowledge and thus improve his ability to provide you with the kind and amount of life insurance you should have, at the lowest cost consistent with the benefits granted. His help and advice are available at all times, without obligation.

*P.S. You can buy War Savings Stamps from him too, or from any Metropolitan office.*

COPYRIGHT 1942—METROPOLITAN LIFE INSURANCE COMPANY

*This is Number 50 in a series of advertisements designed to give the public a clearer understanding of how a life insurance company operates. Copies of preceding advertisements in this series will be mailed upon request.*

**Metropolitan Life Insurance Company**  
(A MUTUAL COMPANY)

Frederick H. Ecker, CHAIRMAN OF THE BOARD • Leroy A. Lincoln, PRESIDENT

1 MADISON AVENUE, NEW YORK, N. Y.





Workers sign pledge cards indicating their willingness to share their cars with others. Signers get stickers and badges signifying their cooperation

## Pontiac Has Its Cake

By EARL CHAPIN MAY



Outdoor posters helped change community habits, make each auto carry a capacity load

AND EATS IT, too, through a community program of massed motor car pooling which lets everybody ride to important defense work and still saves tires

A HARD-handed machinist halted before a red and blue placard tacked to a factory wall. He was one of 25,000 men working in defense plants at Pontiac, Mich.

"Brother, we've got a war on!" said the placard. "Have you tried to buy a tire lately?"

As he refilled his pipe, several fellow machinists joined in reading the placard:

"Doesn't look like we have enough rubber to keep our boys on the firing line supplied for the entire war. To save tires, to save gas, LET'S RIDE TOGETHER!"

Alongside the placard was a map of Pontiac—population 66,000—divided by red lines into 32 districts. Next to this was a map of Oakland County—of which Pontiac is the

political and industrial center—divided into 69 residential sections. Approximately 9,000 of the 25,000 Pontiac war plant workers lived in Royal Oak, population 22,000; Hazel Park, population 18,000; Ferndale, population 20,000; Huron Heights, population 2,500, or elsewhere in the county's residential sections.

As the overalled war workers trooped into the factory, foremen handed them cards reading:

I pledge cooperation in the patriotic "Let's Ride Together" plan to help make my car last longer. To do this I will walk, ride a bus, ride with others, share my car when driving, drive as little as possible . . . give my car proper servicing and drive cautiously to avoid accidents.

In squares on each card the men check-marked their chosen means

# HOT?



You call this hot? Why, soldier, folks up thissaway don't know *nothin'* about hot! I recollect one time, I was stationed at Fort Wotchamacallit in Texas. One day, along about noon, I seen a hungry coyote chasin' a scared jack-rabbit. And, sonny, it was that hot they was both walkin'.

Fertilized by a tradition of Bunyan-esque exaggeration, tall stories and far-fetched yarns flourish like crab-grass in the soil of America's mind-challenging vastness.

But there is, as the man says, a time and a place for everything. And in the conduct of war, *accuracy* is as essential on the industrial battle-front as in the "greenhouse" of a Flying Fortress or the fire-control station of a battleship.

To achieve that accuracy, with the greatest possible speed and at the lowest possible cost, the Management of America's business and industry relies increasingly on Comptometer adding-calculating machines, and time-saving Comptometer methods — particularly in the figuring of costs and payrolls.

Felt & Tarrant Manufacturing Co., 1712 N. Paulina St., Chicago, Ill.

**COMPTOMETER**  
REG. U. S. PAT. OFF.  
ADDING-CALCULATING MACHINES

of locomotion, and wrote their addresses, districts or sections.

Because thousands of Pontiac war workers signed these cards, and kept their pledges, the city is credited with starting a nation-wide movement in auto pooling.

Pontiac might not have achieved this distinction except that Governor Murray Delos Van Wagoner and State Highway Commissioner G. Donald Kennedy realized that a world war meant long-pull planning in behalf of defense manufacturing. They selected Pontiac as a typical manufacturing city to test-tube a theory and put it into practice.

A careful survey disclosed that Pontiac's war plants ranged in numbers of employees from 11,567 in the General Motors Truck plant to 457 employed in a group of little factories.

Twenty thousand of these workers, upon whom defense manufacturing depended, got to and from their jobs in autos while 4,408 depended upon buses. Approximately 9,300 of the workers' autos were owned in Pontiac, but nearly 6,000 were from places 20, even 50, miles away. When the survey got down to the number of passengers carried per car it showed that the town-owned

autos carried an average of 1.37 passengers on each trip; the country-owned autos carried 1.5!

#### Peak hours were leveled down

MEANWHILE, with factory shifts, school hours, store and office employment hours—even shopping hours—coinciding, motor coaches and railways which carried about 20 per cent of Pontiac's workers were naturally jammed at peak hours of traffic and idle or relatively empty the rest of the day. Common sense demanded that hours should be staggered to spread the traffic load on mass transportation. It also demanded that single passenger driving should end for the duration. The answer was "club" riding in cars, represented by the slogan "Let's Ride Together."

Pontiac was not the only city to make these discoveries. The movement

for staggering work hours, initiated last fall by the U. S. Chamber of Commerce as a means for relieving motor traffic congestion and overburdened street car and bus services in defense production centers, has expanded with the stepped up industrial activity after Pearl Harbor. Half of the cities over 250,000 population and many smaller places, after studies of the problem, had worked out various adjustments of hours as conditions required, usually in factories, offices, stores or schools.

But the Michigan State Highway Commission, teaming up with a State Defense Council and a bevy of semi-volunteer groups in test-tube Pontiac, determined that they would go the whole road on a carefully planned and conducted experiment, including group riding in private automobiles. They would radically and permanently change the thinking and acting habits of the community or they would

A cooperating motorist takes four workers to his plant while staggered hours help public transportation meet increased needs without new equipment



father the biggest bust in traffic history.

They rallied leaders of Pontiac around them. Newspapers, radio, union labor, club women, printers, school teachers, windshield sticker hawkers were systematically made enthusiastic by "spark plug" Leonard Sauer. Would the community of 66,000 voluntarily discipline itself as a sector of democracy?

The Board of Education was asked to change class hours so they would not coincide with the city peak traffic hours. They changed from 8:00 and 8:15 a.m. to 9:00 and 9:15. The Board of Commerce and retail merchants were given the job of teaching shoppers to shop late instead of early. Store hours were changed from 9:00 to 5:00 to 10:00 to 6:00.

Bus companies rearranged their  
(Continued on page 72)



## We don't believe in ghosts

RESPECTFULLY we bow to the shades of bygone distillers—and firmly refuse to let spectral chains of tradition bind our progress.

For we believe that to follow their rule-of-thumb methods and quaint superstitions, is to argue that whiskey reached perfection long ago—that there is no room for improvement today.

We venture to depart from tradition. For here at the Institute of Blends, we have invested seventy million dollars in the evolution, the *development* of whiskey.

We have cheerfully scrapped hundreds of thousands of dollars' worth of standard equipment less than ten years old, because it was no longer

capable of doing what our advanced methods demanded—and replaced it with even costlier new designs.

We have dedicated our enormous reserves of 151 magnificent, aged whiskies—largest in all the world—to blending a whiskey finer than any *single* whiskey possibly could be.

We have assembled the greatest treasury of grain neutral spirits ever gathered—102 separate types; each one more highly refined, more costly to produce, than whiskey itself.

With these unequalled advantages, we set out to make whiskey as it has never been made before... whiskey without equal among the whiskies of tradition... whiskey of delicate body and subtle flavor—

in short, Calvert Whiskey.

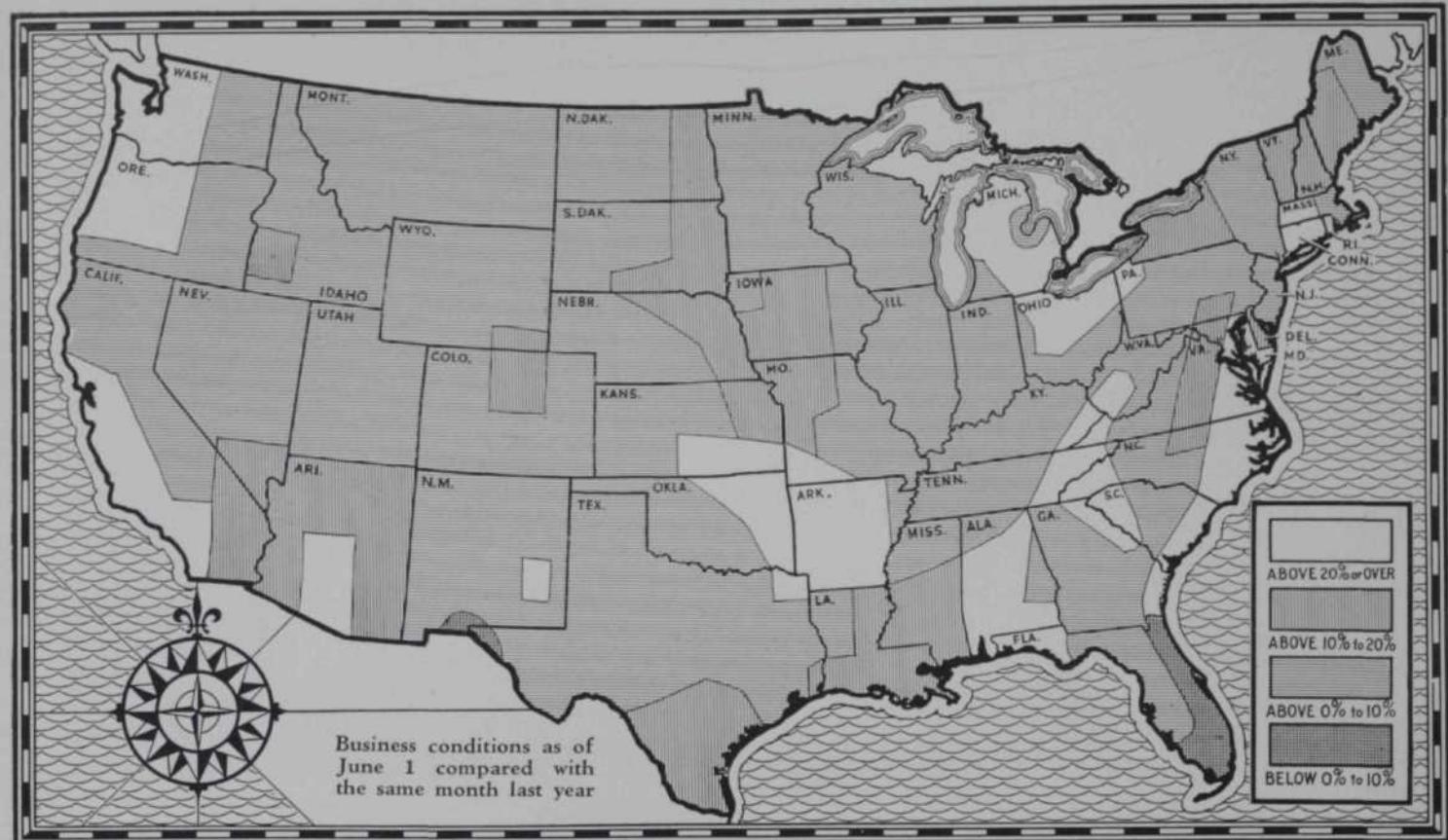
Thus, in Calvert, you find the whiskey of *tomorrow*... offered for your pleasure *today*.

It is an achievement for which America has shown its appreciation in the most concrete manner possible: by buying more Calvert\* than any other luxury whiskey the country affords.

**Calvert**  
The Institute  
of Blends

# The MAP of the Nation's Business

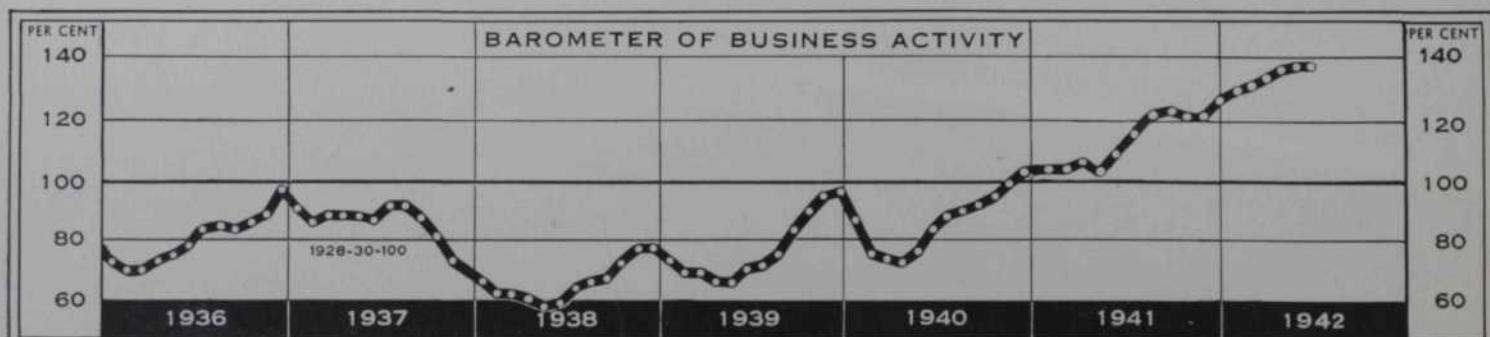
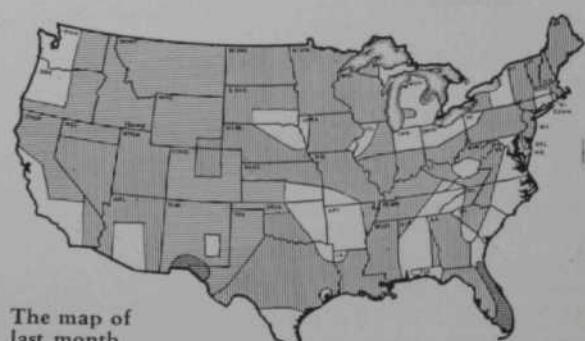
By FRANK GREENE



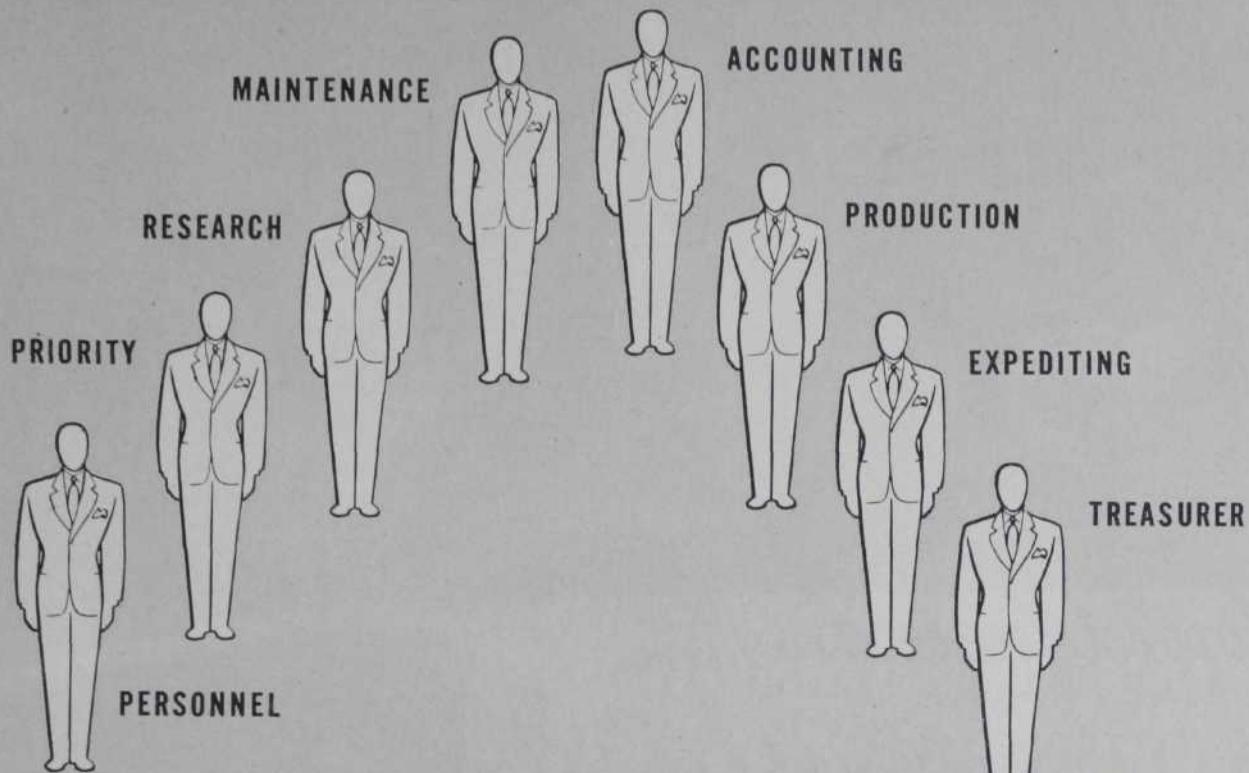
MAY saw widespread extension of rationing and price controls and further curtailment of civilian output. Notwithstanding, armament manufacture more than offset their effect on total production. War and related uses absorbed nearly 100 per cent of a near-record steel output. The scrap situation eased materially. Automobile plants were two-thirds converted to their war task and electricity output rose sharply above April. Machine tool and shipbuilding continued to expand. Coal production reached a peak.

Carloadings held even despite heavier loads and sharp declines in merchandise shipments. Engineering awards made an all-time record from war building. Sharply increased pay rolls and splendid crop prospects failed to offset the reaction of wholesale and retail trade to price ceilings and scarcities. Stock market prices had their first rise in months, in dullest trading in 28 years, while commodity prices experienced little change.

Sharply declining trade due to price ceilings, coupled with war-created industrial adjustments, darken the Map



Industrial activity during May held at the previous high level as pressure of war work outweighed the effects of diminishing consumer durable goods output



You can name **THEM** . . .

*in your own plant . . . name them mighty quickly: those all important key-men upon whom production or research or shop maintenance depends*

## WHEN YOU HAVE TO GET ALONG WITHOUT THE MAN "you can't get along without"

YOU can name them in your own plant . . . name them mighty quickly: those all important key-men upon whom production or research or shop maintenance depends.

What happens to their departments . . . to all the "musts" in today's production schedules when one of those men dies? Those are tragedies that go beyond the heart. They're problems in corporate management. For the men must be replaced . . . quickly.

Recognizing this, many corporations have adopted the practice of insuring their key-men in favor of the company, and in amounts directly related to the annual salaries of these men.

Such life insurance plans have these objectives: They

indemnify the business for the loss of key-men exactly when such indemnification is needed, for the death which creates a loss creates also the cash to make good that loss. They provide indemnification without having to pay 100 cents on the dollar for it. They constitute a practical means of building surplus, whether the insureds live or die, for when the key-men live the cash values of the policies accumulate as segregated surpluses which can be called on when occasion requires.

A talk with a Northwestern Mutual agent will bring definite suggestions as to effective and economical plans for key-men insurance. You'll find that Northwestern Mutual Life Insurance is ideally suited to the needs of business and to meet the most searching examinations of the business buyer.

1942 DIVIDENDS to Northwestern Mutual Policyholders will be maintained at the same scale as was paid during 1941.

WE ARE

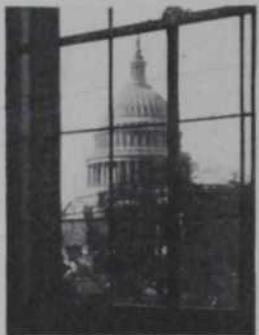
**THE NORTHWESTERN MUTUAL**  
LIFE INSURANCE COMPANY • MILWAUKEE, WIS.





# Washington

## and Your Business



### Tail Goes With Hide

COMPETENT economists—if any economists are extant these days and if any are competent—estimate the total cost of the war will be \$400,000,000,000. They then admit that this is as precise a statement as to say that there are a great number of beaver in the North Woods. No one knows how much the war will cost, no one can even guess at the probable length, in which way it will spread or what new demands will be made. That \$400,000,000,000 figure might be compared to the agreement card players make to stop playing at 11 o'clock. It is a sop to the domestic conscience. Every one understands that we will go on fighting until we win.

### Getting Right Down to Business

THE attempt to reduce our war effort to something more nearly approaching order is being increased. That sentence is not to be taken as even faintly critical. As one on the W.P.B. said:

A big fire broke out in our town. We all wanted to help. Each was useful. But sometimes we got in each other's way.

The preliminary period is simmering into organization now. The problem is to make four factors work together: man shortage, material shortage, immense production capacity and not enough ships. Army production chiefs point out that to rush the manufacture of more things for war use than can be used, shipped or stored doesn't sound like music. They remember that period of exaltation during the First War when 2,000,000 pairs of spurs were made, issued, and finally stored. There are still enough spurs in an Army warehouse to tie on the heels of every horse soldier we can possibly have for the next 150 years. The Army does not want to make that particularly cock-eyed kind of a mistake again.

### Giving the Army Credit

THERE is a place right here to offer the Army a

flower or two for the work it has done. No one ever does this except when some previous civilian joins the Army and does something heroic and is rewarded by a medal. Fact is that the superb and almost incredible record of production made and being made by industry can be chalked up to Army's credit. And, of course, Navy's. The two armed forces had the plans. They had gained experience in the First War. They knew what they wanted. The civilian intermediaries merely act as their agents. The civilians would have been far more effective if there had been more coordination and more understanding. The War Production Board of today hears from Army and Navy what the armed services must have, when, where and how much. The W.P.B. does its best to produce. But it is—as it should be—merely the agent of the armed services.



### What It Costs to Make Guns

CONSIDER the Ordnance Department as a proof of that statement. Ordnance is responsible for the weapons and the fighting vehicles of the Army. Guns, rifles, tanks, all that sort of thing. When the war began in Europe, Ordnance doubled and redoubled its efforts to get money for guns.

"This," Congress said in effect, "is ridiculous. You have guns."

The White House did not help any at this time. But, when it was evident that we could not keep out of the war, Ordnance began to get the money. The best current estimate is that Ordnance will spend \$27,000,000,000 on what the Army must have to fight with. That is, very roughly, \$204 for each of the 132,000,000 of us. A good deal of fuss was made at one time because Ordnance demanded priority for all the things it had to have to make guns with. The fuss had an extraordinarily sensible sound at the time. Listened to from another angle, it made as intelligible sounds as when a man kicks a barrel.

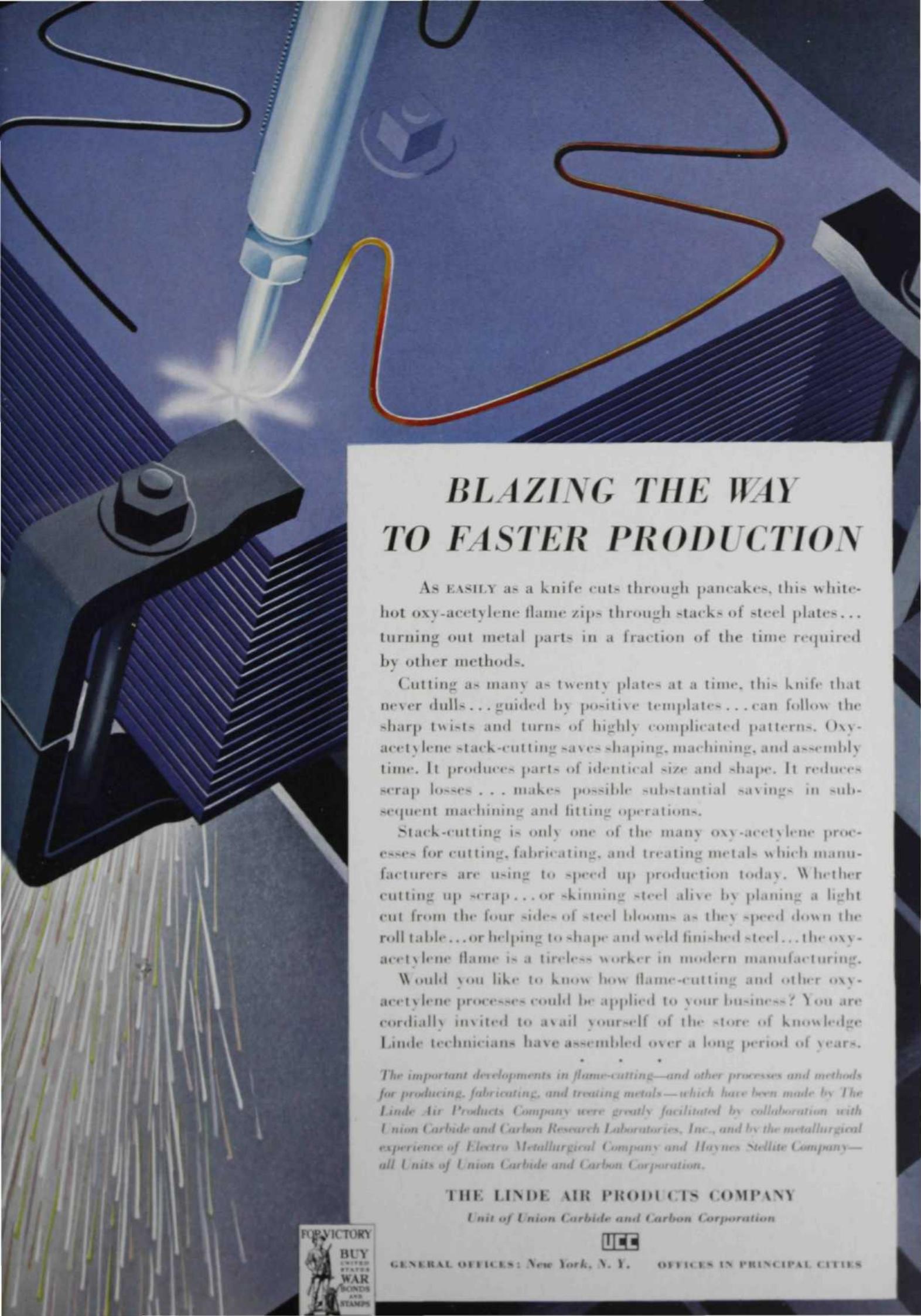
### More About Money Spending



THIS is all in support of the economists' theory that we will spend \$400,000,000,000 on the war and will get our money's worth. It is perfectly true, if any one wishes to make a point of it, that the war has not been pleasing in a good many ways lately. No responsible observer pretends that it has. There used to be a big red horse known as Man o' War on the tracks and sometimes he had a good deal of trouble with his big feet for the first quarter after the barrier was sprung. But, when Big Red at last got his legs under him, he mowed 'em down. The speed and precision American industry is showing is breath-taking. That \$204 gun-and-tank program for each of us 132,000,000 citizens is a case in point. Guns and tanks are absolutely flowing off the production line.

### Perhaps Not the Biggest Business

IN Ordnance they are not quite sure that the Ordnance line is the biggest in the war business. No one can ever know precisely, because fresh billions are popping into the till at all hours, day and night, and new and larger plans are being made. Ordnance thinks that the Air Force may be spending more



## BLAZING THE WAY TO FASTER PRODUCTION

AS EASILY as a knife cuts through pancakes, this white-hot oxy-acetylene flame zips through stacks of steel plates... turning out metal parts in a fraction of the time required by other methods.

Cutting as many as twenty plates at a time, this knife that never dulls... guided by positive templates... can follow the sharp twists and turns of highly complicated patterns. Oxy-acetylene stack-cutting saves shaping, machining, and assembly time. It produces parts of identical size and shape. It reduces scrap losses... makes possible substantial savings in subsequent machining and fitting operations.

Stack-cutting is only one of the many oxy-acetylene processes for cutting, fabricating, and treating metals which manufacturers are using to speed up production today. Whether cutting up scrap... or skinning steel alive by planing a light cut from the four sides of steel blooms as they speed down the roll table... or helping to shape and weld finished steel... the oxy-acetylene flame is a tireless worker in modern manufacturing.

Would you like to know how flame-cutting and other oxy-acetylene processes could be applied to your business? You are cordially invited to avail yourself of the store of knowledge Linde technicians have assembled over a long period of years.

*The important developments in flame-cutting—and other processes and methods for producing, fabricating, and treating metals—which have been made by The Linde Air Products Company were greatly facilitated by collaboration with Union Carbide and Carbon Research Laboratories, Inc., and by the metallurgical experience of Electro Metallurgical Company and Haynes Stellite Company—all Units of Union Carbide and Carbon Corporation.*

THE LINDE AIR PRODUCTS COMPANY

Unit of Union Carbide and Carbon Corporation



GENERAL OFFICES: New York, N. Y. OFFICES IN PRINCIPAL CITIES





## Let There Be No Blackout of Your Name

TO KEEP IN BUSINESS  
KEEP YOUR IDENTITY!

Make Contacts  
with Paper and Ink

Promote sale of Government bonds  
and stamps.

Promote national unity.

Tell about your war work.

Tell about prospective improvement  
of your line.

Tell reasons for scarcity of your mer-  
chandise.

Advertise products you can supply.

Discourage hoarding of your products.

Tell how to conserve your products.

**Trufect\***

For Highest-Quality Printing

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Companion to Trufect at lower cost

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For volume printing at a price

**Levelcoat\* PAPERS**

\*TRADE MARK

Patriotic men and women anticipate victory for our Country, and now they prepare for the next "war"—the war for economic security! To assure prosperity for America after this war, industry must absorb those millions of workers now in our armed forces, and those millions more who are engaged in work which will cease when the war ceases. Forward-looking business men appreciate this important point and they are doing something about it. They are insuring continuation of their businesses for their own interests and because they know it is necessary to our national welfare.

### PREPARE FOR POSTWAR DAYS

Many manufacturers, even though their plants are now 100% on war work, and even though they have no merchandise for general consumption, still keep in good working order their system of distribution, their contacts with dealers and consumers, against the day when they will revert to the making and marketing of peace-time products. It will be a comparatively easy job for those far-seeing merchandisers to pick up where

they left off, because they are not going to be forgotten—they are allowing no blackout of their names.

Keeping bright a high regard for products temporarily off the market is a job the printed word can do and is doing economically for hundreds of companies who count on being in business after this war.

### HOW TO MAINTAIN GOOD WILL

There are many ways to use the printed word to protect business identity—to keep alive acceptance for products and to keep intact a system of distribution until it is again needed. A few suggestions are listed in the panel on this page. For some businesses a mailing at regular intervals of only a few thousand folders based on any of these subjects will suffice to maintain business identity, for others publication advertising is required.

Most business men will agree, it is important to our nation that going concerns put printed words in service for the duration to assure their own survival and to provide millions of jobs for millions of workers after this war is won.

*Let there be no blackout of your name!*

**KIMBERLY-CLARK CORPORATION • Neenah, Wisconsin**

*Manufacturers • Established 1872*

NEW YORK: 122 E. 42nd St. • CHICAGO: 8 S. Michigan Ave. • LOS ANGELES: 510 W. 6th St.

money on planes and their accompanying whatnots. The totals whipsaw past each other. All of this money-spending would be gummed up if it were not for the almost forgotten work of the Engineers. They spent, or have had allocated for the spending, something like \$23,000,000,000. Nothing is being said in print nowadays about the number of camps and cantonments and airfields the Engineers built. Outside of the Engineers' Corps it is not likely that any man in the United States ever read the full list of these places. There was some pretty hearty screaming because the Engineers wanted and got priorities for the things they needed at the time. But if they had not gotten priorities what a mess we would be in now.

## Two Cents' Worth of Moral

ALL of the preceding was intended only to point out that the Army and Navy are calling the tunes nowadays and calling them very well. Donald Nelson and Leon Henderson and others get on the first pages. But they are only working for Army and Navy.

## Henderson's Hot Flashes

SOME ONE of Leon Henderson's surrounders has had another lunch-hour idea:

Neighborhood committees are to be named to gather information about all the neighbors. On this basis rationing of everything can be made systematic and fair.

If Mr. Henderson has the backing of law in this nothing may be done about it. Perhaps Henderson will recant before the hot irons touch the soles of his feet. But if it is just one of Henderson's ideas—or perhaps an idea of Isador Lubin, who is prolific of ideas of this sort—there are some neighbors who would repel snoopers. It does not seem likely that Americans have lost the capacity to identify impertinence.

## Make Up Your Mind to It

THE neighborhood inquisitors will be—if they ever are—dependent of Henderson's major organization. He has asked Congress for \$200,000,000 with which

he wishes to set up a price-questioning-and-control body which will number 90,000 persons at the beginning. No one can even guess how many men and women will have government jobs in it by the time Mr. Henderson gets through. The over-all job blanket is get-

ting so thick and heavy that some congressmen say they are smothering under it. The same congressmen are not as certain as they once were that Mr. Henderson is too lofty-minded to make political deals. They think that, with \$200,000,000 and 90,000 voters to begin with, even a person not possessed of Mr. Henderson's talents could swing a weight of lead in Congress.

## Speaking of Shoes and Pants

SOME business men complain that Army has been overbuying:

Army's procurement will touch \$17,000,000,000 this year. Army is buying for years ahead.

The heck of it is, says Army, that buying must be done that way. A soldier wears out ten pairs of shoes a year and *beaucoup* pants and socks and whatnots. There is an army of 4,500,000 in sight. The buying

has been rated for the future in order not to upset civilian economy more than necessary.

"We are doing our best to accommodate our needs to business convenience," the Quartermasters say. "We're not stubborn. But the needs of the soldiers must come first."

## Back to the Army Again

EXCUSE, please, but S.O.S. of the Army has done a marvellously slick job. With the Association of American Railroads and the National Trucking Association and the advice and consent of Coordinator Joseph Eastman they have moved every wheel that rolls under freight right up to the ocean docks. No jams, no delays, an operation that clicked every minute. No gifted amateurs, either. There have been tanks and trucks parked in fields, it is true, but they were not frozen because of transportation difficulties.

## Power Frets in the Family

FEDERAL Works Agency, which is a kind of love-child of P.W.A., seems to be muscling in on the P.W.A. itself. It has been given the President's nod to construct the High Point, N. C., project, subject to the W.P.B.'s consent on priority ratings, and has taken over the Grand River Dam in Oklahoma to save it from bankruptcy. F.W.A. seems to have some control over the Santee-Cooper project in South Carolina, which is being subjected to doubt, and of the Lower Colorado River job in Texas and the Nebraska districts. Not yet clear what is behind it all.

## Said Creel To Davis—

WHEN Elmer Davis—journalist, commentator, sturdy, competent—was named as chief coordinator of all the coordinators of news and propaganda, he might have turned back the pages and read what George Creel once said. President Wilson talked with Creel when he was named as Chief of the Committee of Public Information.

"He said to me" Creel reported, "that 'division of authority made for confusion, conflict and failure.'"

It was not reported when Davis was appointed that any of the resident coordinators had given up their leases.

## If You Don't Believe It

NOT all of the \$30,000,000 worth of annual propaganda is inspirational, oratorical, or poetical. Some of it is grim. That's the word for it. Grim. Bitter facts



are forced on our attention. Take, for instance, the savage determination of No. W-57, as issued from the Office of Price Administration by that eminent administrator, Leon Henderson. Compressed from its original 650 words, issued on white paper and sent to no one knows how many desks, No. W-57 tells the women of this country to:

Buy the stocking size that best suits your leg; get the correct foot size; choose the weight best suited to the wear you will give the stocking; keep sheer hosiery for dress occasions; have at least two pairs and wash them alternately; wash after each wearing to avoid perspiration damage; rough hands cause snagging. . . .

That's the stuff to give the troops, Administrator

# OUR FIGHTING MEN



ACME PHOTO

You can't win a war unless you're prepared . . . ahead of time for anything the enemy may do . . . any means the enemy may use to kill . . . and that includes deadly gas. Long before Pearl Harbor . . . General Tire began turning out rubber face-pieces—a basic gas mask part—on a night-and-day schedule.

General "tooled up" to do this job on a mass-production basis—and when war came to America, no conversion, no time-taking retooling was necessary. Production-line workers rolled up their sleeves an

extra notch . . . and turned out more per hour in their already 24-hour-per-day operations.

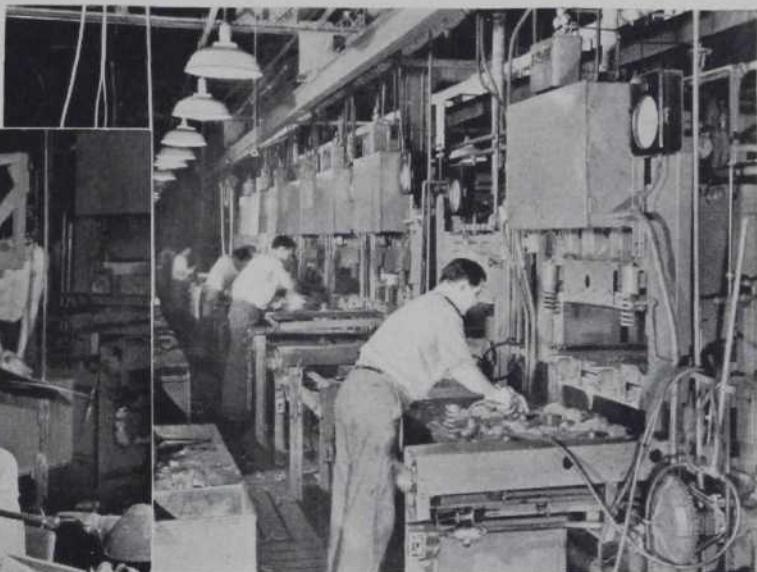
Our soldiers are ready for gas; our planes have tires; our guns and tanks and army vehicles can roll . . . because America is conserving its precious supply of rubber on *civilian* cars and trucks. Every *mile of rubber* you save by *taking care* of your tires is that much more rubber available for our war needs.

THE GENERAL TIRE & RUBBER CO. • AKRON, OHIO

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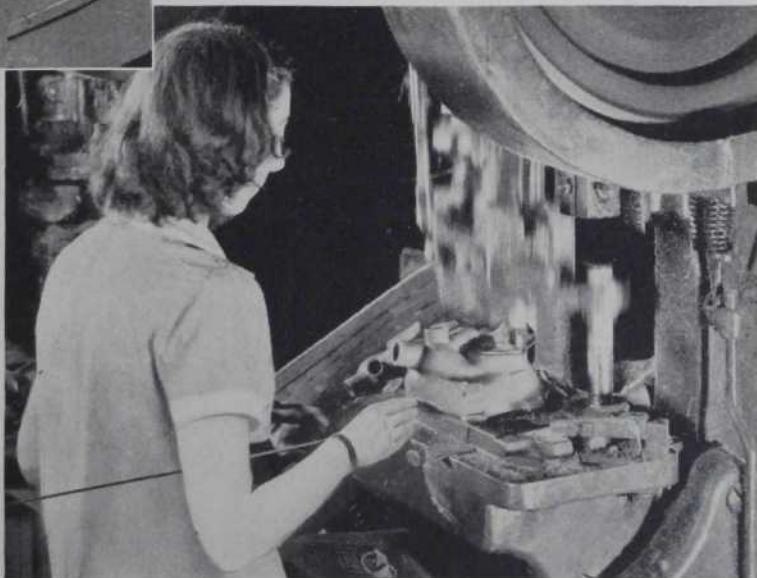
**VICTORY WILL RIDE ON THE RUBBER YOU SAVE**

# are ready for Gas



**Never-Ending Production.** These molds, part of the tremendous battery working twenty-four hours a day in General's plant, turn out a constant stream of gas mask face-pieces—and each piece is exactly like the next one.

**No Flaws Allowed.** The mask must fit snugly. It must survive rough treatment in condition to do its protective work at a moment's notice. Trained inspectors check *every* General face-piece before it is shipped.



**Speed and More Speed!** Too fast for the camera to stop, this automatic stamping machine cuts holes in the face-piece which later become the "eyes" of the gas mask. To prevent accidents, the operator's hands are automatically jerked out of danger as the stamp slams down.



**The Sign of Tire Inspection, Repairs and Recapping by Experts Who Know How**

Henderson. Followed, perhaps, by a short snort of ipecac.

## Business Men Are Wanted

SOME time ago there appeared in this corner a statement of this general tenor:

The W.P.B. wants more practical business men.

Retort from practical business men who have tried to obtain positions with the W.P.B. is that the statement simply is not true. They have written Washington or have come to Washington and they have in return been given a more or less elaborate run-around. Yet the statement in its essentials was true.

In Treasury, for example, Charles Heltman has a group of "Control-expeditors." They are all business men, contractors, freight forwarders and the like, and they know how to get things done and how to get the raw stuff for manufacturers and when to walk softly and when to bang with the big stick. Heltman picked them himself. This is not to say that other bureaus are headed by men who go to business when they want competent men and not to some nearby classroom.

## Belts Will Be Tighter

IT hardly seems worth while to repeat that everything is to be either withdrawn from the market, rationed, or priced in the immediate future. It will be repeated, however, for the sake of the record.

There will not be any food shortage in 1942, at least so far as the major items are concerned. Prices will increase. If the enemy submarines can be controlled—and that is an aspiration of the immediate future—and we are able to ship food to our allies we may be short of fats and dairy products in 1943. By that time we will have the army of 4,500,000 men in being of which Chief of Staff Marshall spoke. During the period of man adjustment in industry and on the farms we may have some painful but not really hurtful gaps between our appetites and our supplies.

## Comment on Human Frailty

THE cavalry arm is not only hard pushed to get horses but it is having man trouble:

"You show a horse to a cowpuncher," said a colonel, "and he will say:

"Take it away. I should wear bunions on me riding a horse when I have been doing nothing but ride a horse all my life."

"So the cowpuncher goes into the Air Force. Along comes a young man who likely flies pretty good already, and does he want to go into the air? He does not:

"'Gimme a horse,' says he. 'I always had a yen for horses. How do you get on one of 'em?'"

It takes six months to train and condition a green horse and/or a green rider. The colonel said life was pretty dern near unbearable.

## Short Bits and Pieces

THURMAN ARNOLD'S assistants looked at 110,000 Standard Oil documents and took 40,000 away for closer examination. . . . Then the S. O. seems not to have been guilty after all. . . . Acts that were praised by every one during peace-time because they were typical instances of American enterprise become

shooting targets when war is declared. . . . Which could be twisted into a defense of national isolation. . . . Gossip is that Thurman Arnold does not care much what happens legally and politically when or to whom. He's just having himself a time. . . . War Department is investigating a truck tire made of steel wire mesh and two per cent rubber. The French made it work. . . . Merchant ships hiding from submarines in in-shore channels are required by the laws of some states to take on local pilots. If there are no pilots handy the submarine wins. . . . Or the merchant captain defies the state and is pinched and fined. . . . Governors of all states agreed to accept uniform standards and reciprocal licenses for interstate trucks carrying war materials. Good common-sense, of course. But since when have governors had authority to repeal state laws? . . . Department of Commerce reckons there are nearly 1,500 regulations interfering with the right of a jobless man to cross a state line to get work. . . . It cites a vital defense plant that cannot hire women because a state law forbids them to work at night. . . . Some professor in government employ sounded off about the cruelty of making children work on farms before they are 15 years old. . . . Or maybe it was the Parrot that Talks on Hobby Lobby who said it. . . . Army "illiterates" number 10,000,000. But Census Bureau "illiterates" are only 3,000,000. Maybe Army is too choosy.

## Gossip from the Throne Room

REPORT around the National Press Club is that Justice Felix Frankfurter has not been a frequent caller on the President of late. Having in mind Judge Frankfurter's passion for correcting the mental processes of his *vis-à-vis* in a few thousand words, it is the inference of the reporters that he may have roused that impatience which is wholly understandable in a man who works as hard and as continuously as Mr. Roosevelt.

## Straws in the Wind

RUBBER and gas shortage has started a back-to-town movement by the folks who not long ago were buying three-acres-and-safety with their salary checks. . . . Census is inquiring. . . . F.C.C. is trying to find out what is going out on foreign broadcast programs. It seems that "brokers" buy time and resell it to handsome strangers. . . . Here are some billions you'll like to read about. 56,000,000,000 gallons of milk this year. . . . Fifteen-cent gasoline tax is being discussed. Argument is that this will bring in the money which Secretary Morgenthau must have, will automatically ration gas and rubber, and will annoy Leon Henderson. . . . Almost anything to fret Mr. Henderson is today's slogan in some quarters. . . . Banks will be asked to take more bonds. . . . Economists agree this is inflationary. At least it has always been inflationary elsewhere. . . . Pay-roll levy plan may not go through, but sales tax seems probable. . . . First rate information is that the early plan to lend India money with which to create a war production industry may be called off. . . . No production could be hoped for before 1944. . . . Also Indian industrialists and British industrialists in India cannot agree on who would get the money. . . . There is also the possibility that Japan might get it in the end.

*Herbert Corry*



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to start production**

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DEPENDS ON PAPER WORK ROUTINES**

The finest machine and the ablest workman are helpless until paper work routines have brought *right* instructions, *right* materials and *right* tools to the job. Every delay and every mistake is a drag on production and a waste in costs.

In the paper work routines of production and allied activities, Addressograph-Multigraph methods make procedures *simpler*, and *coordinate* functions from the purchasing of materials to shipping of finished products. They *save time*, *eliminate errors*, *prevent waste*, *speed output* and *protect costs*. They start the wheels and keep uninterrupted production *going*.

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TRADE MARK REG. U.S. PAT. OFF.

**SAVE BRAIN HOURS AND HAND HOURS**

# Job Passports for Americans?

By FRED DeARMOND

JUNE opened with a deadly-serious huddle in the inner councils of labor. Subject was two pronouncements issued by the War Manpower Commission signifying its intention to pronounce "work or fight" and "job freeze" orders.

The concern of labor leaders was shared in this instance by the rank and file. "Draft labor" had been fought out in Congress and other forums and the issue was supposed to be dead. Then, Manpower Commissioner McNutt suddenly revived it in this surprise announcement. Labor organizations saw in this new policy a deadly threat to labor's "social gains".

The Commission plainly stated its intention to mobilize industrial manpower according to the method of military mobilization.

"If a worker refuses to accept suitable employment in a war industry without reasonable cause," it declared, "it would, of course, be the duty of

the United States Employment Service to report the circumstances to the selective service system for consideration in connection with any request for deferment on occupational grounds."

"Suitable" and "reasonable" were not defined in the official release.

## Workers might be "frozen"

SKILLED workers who have been deferred by the draft boards do not object to the general requirement that they should serve the war industries in their special capacities.

But in his second charge, Mr. McNutt laid down the principle of freezing the job status of war workers. Wrapped up in a paragraph professing that the program would be "in great measure" voluntary was this significant sentence:

But the W.M.C. does not intend to permit any interference with the major aim of creating an efficient working force to

back up the fighting force. And just as the War Production Board has stepped in where the urge to make profit or some other form of self-interest interferes with the war effort, so the War Manpower Commission may be depended upon to exercise compulsion when and if compulsion is necessary.

If this order becomes effective, it is expected to prevent workers in war industries or on farms from leaving their jobs and going elsewhere to work without permission of the U. S. Employment Service.

"The man who is needed in a particular war job, whether in the factory or on the farm, must be kept at that job."

Of course, there are exceptions that will require special consideration, Mr. McNutt reasonably admits. But apparently the attraction of higher wages somewhere else, or a preference for one city over another, would not come within that category.

American workers have acquired a

## Four Big Institutes for Secretaries

IN JULY and August the school bells will be ringing again for commercial and trade organization executives. In addition to the National Institute, which will convene for a week of intensive study at Northwestern University, Evanston, Ill., beginning August 16, there are three important regional institutes, as follows:

Southwestern, to be held at the Adolphus Hotel in Dallas, Tex., July 19 to 25, under the direction of Roger Miller, Dallas Chamber of Commerce Building.

Rocky Mountain—at Montana State University, Missoula, Mont., July 26 to August 1. Donald Marcellus, manager, 1445 Rand Tower, Minneapolis.

Western—at Arrowhead Springs Hotel, San Bernardino, Calif., August 2-7. William E. Hammond, manager, 333 Pine Street, San Francisco.

The managers and promoters of these professional courses urge that the exigencies of war should not, if possible, prevent chamber of commerce and trade association executives and their key men from attending this year. The curricula for the 1942 sessions have been especially

modeled around the theme of mobilizing industrial might and public enthusiasm for war. Speaking of the National Institute program at Evanston, Secretary-Treasurer Clarence R. Miles says that the Fundamental Course and the Round Table will be devoted specifically to the part business organizations are playing in the war.

Topics listed for consideration in the Fundamental Course, which will be attended by all enrollees, include Transportation During War-time, Industry in War, What's Happening to Free Economy?, The World Situation, Censorship, Post-War Planning, Inflation and Its Control. An impressive array of talent has been assembled for the lectures and discussion panels. The Texas Trade Association Executives will hold its annual meeting at Dallas coincident with the Southwestern Institute.

Greater standardization of the instruction this year will enable students to apply credits earned at one

school toward certificates from another. Those who wish to complete the three-year course quickly may thus attend two or even three schools in one year and earn their certificates in shorter time.

Entertainment features and extracurricular activities promise a lively week at Evanston, according to advance announcements. There will be a get-together, dinners, luncheons, floor shows, a public speaking contest and an award for outstanding group endeavor.

Tuition for the National Institute session is \$20 and the total cost, including board and room, need not exceed \$45. However this year dormitory accommodations at Northwestern University, at least for families of enrollees, will be limited as compared with previous years. For this reason Secretary Miles asks that all those interested make their reservations as early as possible. He should be addressed at 832 First National Bank Building, Chicago.

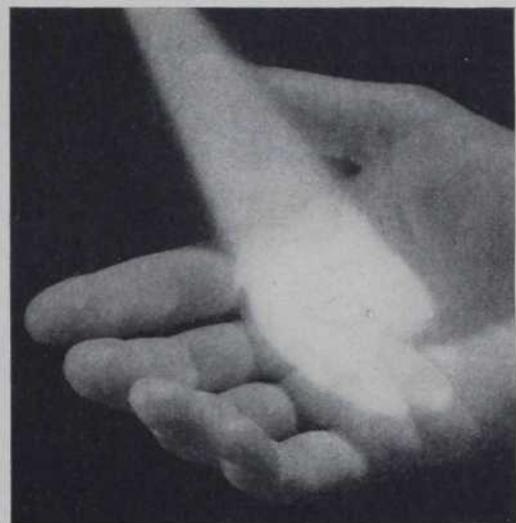
# Why G-E Fluorescent Lamps "stay brighter longer"

**A PICTURE STORY THAT'S WORTH READING.** You want as much light for your money as you can get...to help speed war production, reduce waste, and avoid accidents.

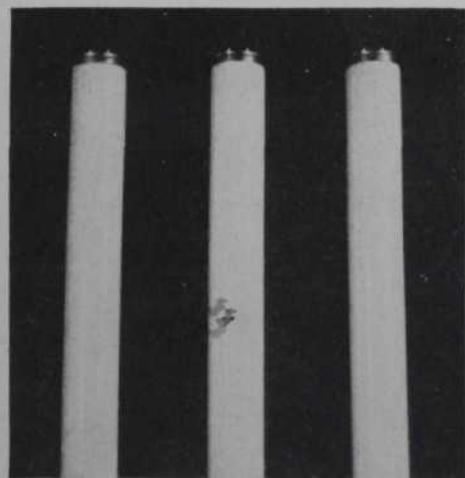
Here are just a few of the reasons G-E MAZDA F lamps are better today than ever before—why they give such dependable service—why they stay brighter longer.



**1 DR. W. A. ROBERTS OF G-E LAMP DEVELOPMENT LABORATORY** is studying the synthetic phosphors used in coating G-E MAZDA Fluorescent lamps to make them *stay brighter longer*. Up to June 1, General Electric had put approximately 450,000 man-hours of research into Fluorescent lamp improvements with the objective of giving the user more and more light for less and less cost.



**2 A TINY DROP OF MERCURY** like this is accurately measured and safely injected into G-E MAZDA F lamps by an automatic machine specially designed by G-E engineers. Results: lower cost and improved operation.



**3 UNRETOUCHED PHOTO** of 3 40-watt G-E MAZDA F lamps. One is brand new, second has burned 2030 hours, third has burned 2650 hours (150 hours over rated life). Note absence of end-blackening.



**4 GREATER COLOR UNIFORMITY** is assured when controlled and checked by "electric eyes" with color filters...one of many routine checks in General Electric's Fluorescent lamp factories.



**5 WHEN YOU BUY** fluorescent lamps, look for the G-E monogram. It means they *stay brighter longer*. For best results it is advisable that you always use certified lighting equipment.



**G-E MAZDA LAMPS**

**GENERAL ELECTRIC**

# "Today, more than ever before, we appreciate



## Burroughs Mechanical Service"

*"Our experience with Burroughs mechanical service has long since proved that it is without equal."*

### Burroughs Provides These Advantages

Burroughs Mechanical Service is rendered by factory-trained, factory-controlled, salaried representatives whose work is guaranteed by Burroughs.

Every Burroughs service point has genuine Burroughs parts to meet service needs.

Burroughs service is national, conveniently located to give prompt attention to every call.

All Burroughs service men are promptly and fully informed about every improvement in service, every new feature and every mechanical change.

Today, under wartime conditions, it is essential that users make their figuring and accounting equipment last as long as possible. Burroughs Mechanical Service is helping owners get the maximum of continuous, profitable use from their Burroughs machines.

Burroughs service is available to the user under either of two plans: (1) a Burroughs Service Agreement at a predetermined, moderate annual cost; or (2) service when requested, at a moderate charge for each service as rendered. Call your local Burroughs office, or write to—

BURROUGHS ADDING MACHINE CO.  
DETROIT, MICHIGAN

deep-seated aversion to the labor passport system which Hitler set up in Germany. For this reason they scan any order dealing with industrial mobilization for definite assurance that the W.M.C. doesn't have methods in mind which might lead in the same direction.

W.M.C. emphasized the military nature of the new labor draft in these words:

Under the war manpower mobilization program, the United States Employment Service is expected to fulfill, for the farm and factory fronts, the function which the Selective Service System performs for the armed services.

### Allocating workers

EVERYONE who wants a job in a war industry would register with the Employment Service and be allocated wherever the service wishes to send him. Consideration is also being given to the proposition that the Employment Service shall be made the sole hiring agency for war workers, with industries looking to it as the central and exclusive recruiting agency. This would give the Employment Service power over jobs comparable to that of the German Labor Service.

The chief reason advanced for such a program was that employers were pirating labor from each other, to the detriment of quantity production. This is news to most observers of the industrial scene. As usual, there is a certain amount of switching around from job to job but, according to a spokesman for one of the big war industries, no more now than is normal in times of high employment. Where it does appear the evil can be mitigated by voluntary measures by industry. Probably the biggest switch is that of former workers in the automotive industry who went into the aircraft plants when automobile production stopped and who, now that auto manufacturers have converted to armament production, are returning to their old companies.

Talk by a government agency of job turnover in industry recalls a recent revelation that the turnover in federal employment itself is enormous. According to Civil Service Commissioner Flemming, three out of four government jobs in Washington changed hands in the past year.

Some industrialists say that the most obvious pirating of help is that by the Government itself. A powerful suction from Washington is drawing men and women away from every line of business and industry, including those working on war orders.

Another reason cited by W.M.C. for drafting labor through the U. S. Employment Service is that employers have been too selective in hiring workers, to the disadvantage of ne-

# Burroughs

groes, foreign born and other minorities. Complaint is made that, while many communities suffer from labor shortages, 400,000 employables are out of work in New York City, just because of employer "prejudices." But this condition cannot fairly be laid at the door of industry. It is a social problem which all enlightened people recognize and try to solve, but which yields only to the slow process of education and evolution.

W.M.C. marshalled an array of startling figures to evidence a necessity for regimenting workers. It estimates the count of war factory workers at 9,000,000 as of April 1 and says the number so employed is expected to grow to 20,000,000 by 1944. That would multiply the present force of ordnance workers five fold, triple the shipbuilding force and quadruple those engaged in warplane making—all at the same time that the armed forces are being expanded to 6,000,000 or 7,000,000.

## Drafting for all industry?

MR. McNUTT's office has tried to allay unrest and dissatisfaction with this program of labor mobilization by explaining that it would apply only to a few key industries. But, when our Washington manpower experts talk in terms of 20,000,000 war factory workers (17,000,000 by the end of this year), they reveal an apparently settled purpose to draft and allocate all labor that contributes to the conduct of war. The few key industries cannot absorb anywhere near that number without crowding other essential activities out of the picture.

What W.M.C. said about agriculture appears strangely contradictory. After appraising the production of food as equally indispensable with the role of the armed forces and those carrying on armament production, and admitting a grave shortage of farm labor, it lists 400,000 more workers as the quota the farms are expected to contribute to war factories.

Analysts who try to keep their shirts on find this all very puzzling. People in every stratum of the nation have been rallying spontaneously under the war banner. Feats of production almost fabulous are being performed. Donald Nelson said recently that "we are over the top" in making war materials. In spite of that record, American workers are told that hereafter they will be drafted to do that which they have been doing voluntarily and cheerfully.

Reports that the "job freezing" plan had, on reconsideration, been tabled by W.M.C. did not erase the bad effect of the original announcement.



This wooden soldier  
really fights

**P**IN a distinguished service medal on the lumber industry! When wood is wanted, and wanted fast—for army camps, shipyards and ships, ammunition boxes, bomb crates—lumber flows smoothly from mills to thousands of building and manufacturing tasks. No bottlenecks. No retooling. No plant expansion.

The Northern Pacific takes the stage, too, to help lumber play its fighter role. During '40 and '41, trainload after trainload of forest products rolled east from Montana, Idaho, Oregon and Washington on the "Main Street of the Northwest". Now that national defense has become national offense, this year will see 'em roll as never before!



## One of the Men Hitler Forgot

(Continued from page 32)

second-hand machines, staying on the job day and night, sleeping, when absolutely necessary, on finished bags. In spite of continuous, uninterrupted work (except when the machines broke down) they were turning out 200 barrack bags a day. At that rate, they could complete the contract in a little more than two years.

They had only 90 days to deliver. Breezy tells about it:

"I wired every sewing machine manufacturer in the nation to send representatives—with samples. Several came, and I took the machines, ostensibly to 'try 'em out,' but really to use in getting production. We made most of that first order on sample machines.

### Late for the last time

"THOSE new machines were just what we needed. I began hiring fellers, hammers, cutters, stitchers . . . we would hire an experienced operator at three o'clock in the morning, if one showed up then. My brother and I did literally everything in the plant, when needed. We sewed, packed, shipped and sweated for 22 straight hours every day for three months. The day our contract was up, we were several thousand bags behind time, so we were given a 15-day extension. We made it that time. We have never failed to deliver on time since . . . and we won't."

"When we started that contract, we were in a rented building; we had limited equipment; we were entering a new field; we had never read a Government

contract. When we completed it, we had more than 100 sewing machine operators, we were established bag manufacturers. We have bought our own factory with 30,000 square feet of floor space and are opening a new factory in Centerville, Tenn., where 125 more persons will go into war production.

### Adopting related lines

"WORKING for our country never handicapped us a minute. Our training in making barrack bags gave me the idea of manufacturing newspaper bags for carrier boys—and our business in this line has boomed. We did \$1,000,000 worth of business in '41 and we'll do two and a half times that much in '42."

After that first contract, Breezy has found it easy to deal with the Philadelphia Quartermaster Corps, officers of which have grown to admire his unorthodox production genius whose simple motto is "results count." Today, his 200 employees are making 12,000 barrack bags a day, 8,000 mattress covers, and Breezy is waiting for orders on a newly-perfected paratroop knee-pad which he patterned after football knee-pads . . . and his regular production of sports equipment. Meanwhile his regular sporting goods business has doubled.

This is all history in Knoxville, where Breezy's fight against time to fill his first Army contract took on the aspects of a football game. At all hours, day and night, spectators crowded his factory and overflowed into the streets to "watch Breezy hit the production line." Among them were many football fans who, in

the early '30's, had watched him hit the line as a fullback for the University of Tennessee, where he achieved national fame for his pigskin prowess.

If the Battle of Waterloo was won on the playing fields of Eton, Breezy's battle of production was won on the grid-irons of Georgia and Tennessee, and on boxing canvases, basketball courts and in swimming pools.

Born on November 6, 1909, in Dublin, Ga., where his parents operated a meat market, Breezy began playing football the day he started to high school, after fortifying himself with a pound of steak, cooked by himself. He played four years in high school, two at the Georgia Military Academy and two at the Richmond Military Academy. He turned down a professional boxing offer in 1930 to enter the University of Tennessee where his blocking and tackling from the fullback slot were important adjuncts to the Tennessee freshmen's 53-0 defeat over Vanderbilt's yearlings. They proved equally important to the varsity in the next two years and, at the start of the 1933 season, sports writers were already conceding him All-American honors.

### Missed by a broken leg

HE DIDN'T make it. In the opening game of the 1933 season, against Virginia Polytechnic Institute, Breezy intercepted a pass and carried it back 25 yards. Then they lugged him off the field with a broken leg.

The doctors said he was "out" for the season. Breezy said he wasn't. Within two weeks he had the splints off his leg and was taking daily "heat" treatments in the gym. He was able to run again by the time his team faced Vanderbilt November 18 in Nashville and, in the last half, he hobbled onto the field to kick the point that made the score 33-6 in favor of the Vols. It was his last appearance as a football player.

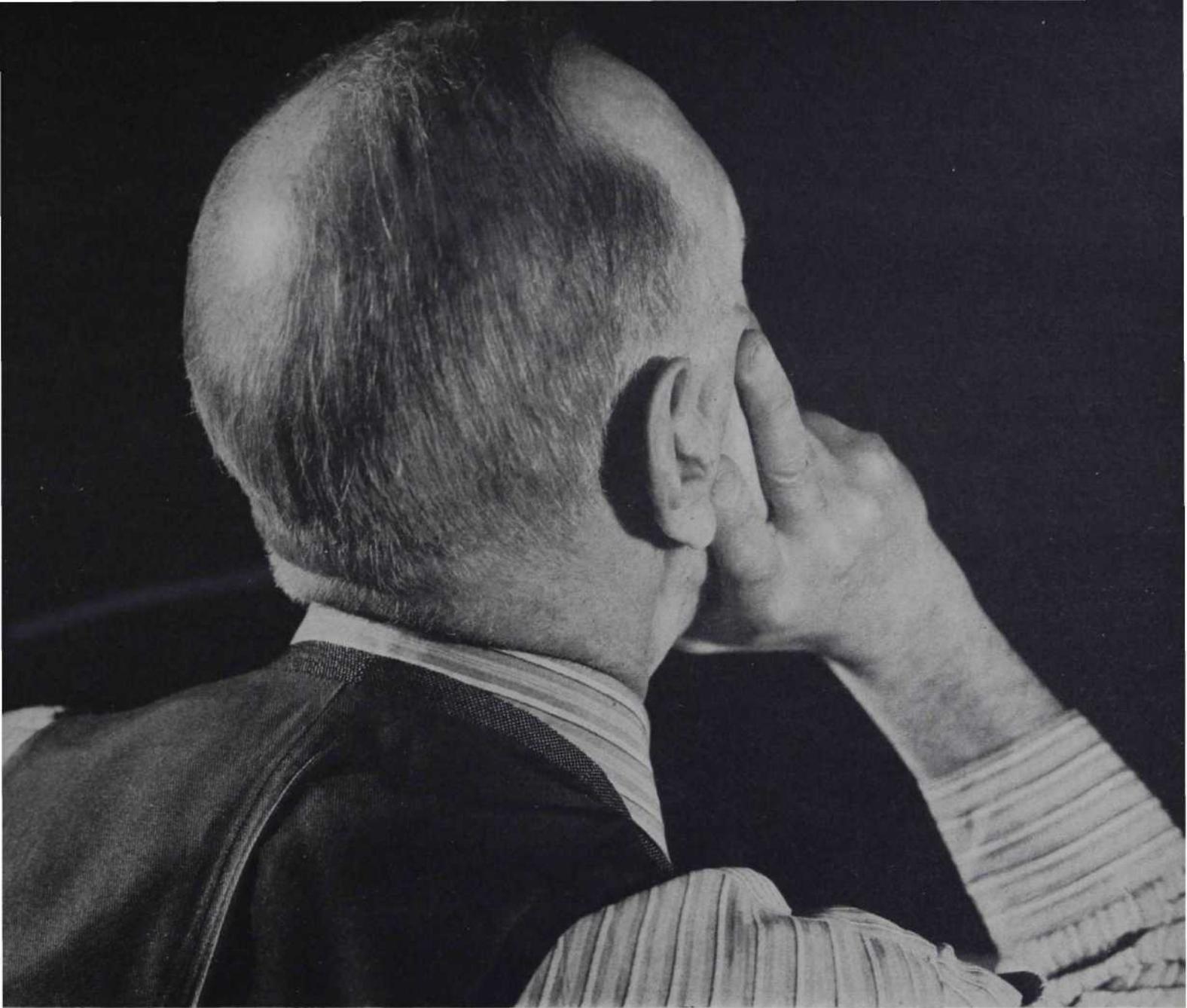
Feeling the need of extra money, Breezy, in his junior year, made a contract with a dry-cleaning company to give him a discount on trade which he might obtain at the university. He would get up at 5 a.m., stomp through the dormitories, banging doors and hollering, "Any cleaning and pressing today?" He says he made so much racket the boys would leave suits hanging on their doorknobs to keep him from awaking them in the early morning. At any rate, he brought in enough business to earn a half-interest in a cleaning and pressing company. Then he appointed agents in each dormitory to gather the garments for his company exclusively, remembering always to appoint the biggest man "for moral effect."

### Successful at business ventures

WITHIN several months, he had taken on a barber shop, a half-interest in a men's wear shop catering to students, had contracted to print, write and distribute the official University Football Program, and had worked up a profitable commission business in blotters. It is a matter of record that he was the first man in decades to make the school football program pay for itself, pay a



Sales of sporting goods have boomed, too, as a result of war, adding further complications to the production job



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## "What Can I Do To Schickelgruber?"

**Y**OU CAN DO PLENTY! Nobody needs to mope today because he's too old for combat service. Producers are as indispensable as fighters in this titanic struggle. Supreme effort will be required from all of us to supply the engines of victory.

Every man, every woman, needs to be tuned to fighting pitch for this do-or-die job. Personal condition is of the essence—condition of mind and body.

Most important, your eyes, which control 80% of your actions.

Good eyes perceive quickly, guide hands nimbly and surely, conserve nervous energy, keep you producing at tops.

Defective eyes tire fast, see double, cause fumbling and accidents, lose time, destroy material, soon exhaust nerves, brain and body.

If you really want to do things to Adolf Schickelgruber and Hirohito the Wasp, check up first on your

eyes. Nearly one-third of all Americans have *uncorrected* faulty vision.

Don't experiment with slipshod eye care. There are truly capable men in your community to whom you can trust your precious eyesight. Select one of them. He will make a scientific analysis of your individual defects of vision and provide professional correction and care.

Go to him without delay. Tune up your eyes *now* to play their part in the victory drive. Better Vision Institute, Inc., 630 Fifth Avenue, New York.

VISION FOR VICTORY



★ ★ ★ ★ ★ ★ ★

dividend to the athletic association and a profit to the operating student through its advertising alone. He still owns the barber shop, a recreation parlor and assorted businesses on the block, at one time known as "Breezy's Block."

This aptitude for trade made it possible for him to live in one of the best hotels in Knoxville much of his college life, pay dues in the Alpha Tau Omega Fraternity, and drive a new roadster every time an attractive model came out. It also earned him the sobriquet of "the duke of Dublin (Ga.)."

### Famed as local entrepreneur

GRADUATING, he went after business in earnest, taking the job of swimming and boxing instructor at the university as a sideline. Next, he married Miss Frances Hoge Miller, daughter of Mr. and Mrs. Edgar William Miller of Knoxville, a graduate of the university. They have two children, Janet, five, and Richard, one year old. It was in the years immediately after his marriage that he became known as an entrepreneur of the first water, winning fame locally because no proposition was too far-fetched for his consideration and no deal too outlandish, if it promised profit.

He can sense a bargain afar off. Once he noticed a number of boxing gloves piled in the corner of a Manhattan warehouse. "How much?" he asked the proprietor.

"I'll sell all of 'em for ten bucks," was the reply.

"Sold," said Breezy, handing him the money.

Closer examination proved that the gloves were all left-handed and useless for reselling. But Breezy didn't mind.

"I had 'em cut apart and used the leather to make tabs on football equipment we manufacture," he says matter-of-factly today. "The same amount of leather would have cost me \$100."

More recently he noticed several hundred all steel boxes in a pile at a scrap dealer's yard.

"How much for all of 'em?" he asked.

"Twenty cents each to you," the dealer replied, although he had paid only a dime for each box.

"Sold," said Breezy, who straightaway contacted the companies in New York which used such boxes in their packing. He sold them for a dollar each.

That's why you believe him when he says:

"Nope, never made anything in my life before I started making football dummies and pants and the like. But I used to trade the hell out of the boys in Dublin. I had all the knives, mitts, gloves, marbles or whatnots I wanted, although my old man never gave me a dime."

There are several things about Breezy, besides his phenomenal ability, that make him worth knowing. While not religious in the accepted sense of the word, he has never in his life smoked a cigarette, chewed tobacco, drunk any kind of intoxicants, or used the name of God in vain. However, he is very liberal as to the actions of others and frequently goes on parties in which every one, except him, is imbibing.

Breezy's cleaning business led him into manufacturing. After taking orders from the university to clean football equipment, he and employees began improving it and repairing it as they cleaned. The idea struck him that other schools would like to have such a service—and the repair business ended up with small-scale manufacturing.

"The first item we made was a dummy for football players. I had noticed in tackling and blocking the dummy that a lot of time was lost by players lining up to take turns. Why not, I said, have a dummy for every player?

### A time-saving idea

"THIS idea went over big . . . and fast. My brother (who still is salesman for the firm) had instructions not to sell one dummy, but at least nine to each high school. He did."

Later, the firm began wholesaling materials purchased in lots from other manufacturers. His pay roll increased slowly but surely. The company was incorporated on February 1, 1938, with Breezy as president and owner of all stock. His sister, Mrs. Schnelle, is vice president. She's the only person in Knoxville who calls him anything except Breezy—to his face. She calls him "Mr. Wynn." He calls her "Mrs. Schnelle."

"If we got too familiar we might start fighting."

He seems to fear familiarity with no one else. Recently when it was necessary to get a shift to work two hours extra to assure some needed production, Breezy walked down the aisles with the news of the extra work, then stayed in the plant kidding the workers. To one woman who weighs more than 200 pounds, he said, "If I keep working this hard, I'll be as skinny as you!" That got a laugh—and threatened tenseness disappeared.

The plant isn't organized.

"If a union organizer came around here, I believe the workers would throw him out, but if they didn't, he could do everything he wished within the law except get in our way. If he got in my way, I'd throw him out."

Now that his factory has hit its stride, Breezy is on the job at 6:30 a.m. and remains until 10:30 p.m., unless he has to go out of town on business. Wherever he goes, he's followed by his faithful Great Dane, "Zip," now 12 years old and ailing. She came to Knoxville with him and has roomed with him all her life.

"The only girl I had for years. . . ."

Those who see Breezy at the factory or his home in the Cherokee Heights section of Knoxville carry away the impression that he still is a football player at heart.

He makes a trip through the plant a piece of broken field running as he weaves his snaky hips around the corners of machine tables. He drives like a taximan, talks like a newshawk, and dictates like a fire chief giving orders at a big blaze. Here's a typical letter, just as he dictated it:

Atlanta Steel Company  
Atlanta, Georgia  
Gentlemen:  
Please ship us at once 10,000  $\frac{1}{4}$ -inch metal

clamps and tool kit. We need these for a sub-contractor.

Yours very truly,  
Breezy Wynn

Newspaper writers in Knoxville have been quoting him ever since he arrived there. It is natural that in view of his success he would like to give advice when he has time, and he's natural enough to do it. Typical "Breezisms" are:

I don't pay much attention to what people with whom I deal tell me . . . I go by what they achieve—by results only, particularly right now.

The hell with delay . . . we've got to get those crates to the quartermaster in Atlanta and they'll be there if I have to drive the truck myself.

Half of the manufacturers of this country were going stale when the emergency came along, I'd say from my limited experience with some of them. They're moribund . . .

Free enterprise isn't dead . . . and won't be as long as free men have energy, initiative, and guts, no matter what the Government does. As long as they mint money, I'll get my share . . .

### Ready for the peace, too

BREEZY'S immediate assets, besides his incomparable self-confidence and the cooperative laborers in his employ, are many. He has a fleet of trucks going for materials and making deliveries, he has a reputation with the Army that will last him a long time, he has a cheering-section which includes virtually everyone in Knoxville—and an unwavering faith in America's future:

The anemics, cynics and assorted skeptics who have been feeding Americans hooey all these years are far behind time now. People are going right ahead living—sleeping, eating, buying and selling and watching football games—the day after Armistice just as they went ahead doing these things when we left neutrality, when we became belligerents without declarations, and on and after December 7, 1941. We're making plans to expand, come peace, come war, come rain, come snow.

He already has supplies of waste leather to use in making dog-leashes and he is applying for patents on "Wynn-Bilt Wonder-Tuft," among a number of other products. His plants will change to peace-time manufacturing the minute the war-orders end.

"There'll be no slump as long as I can wiggle," he laughs.

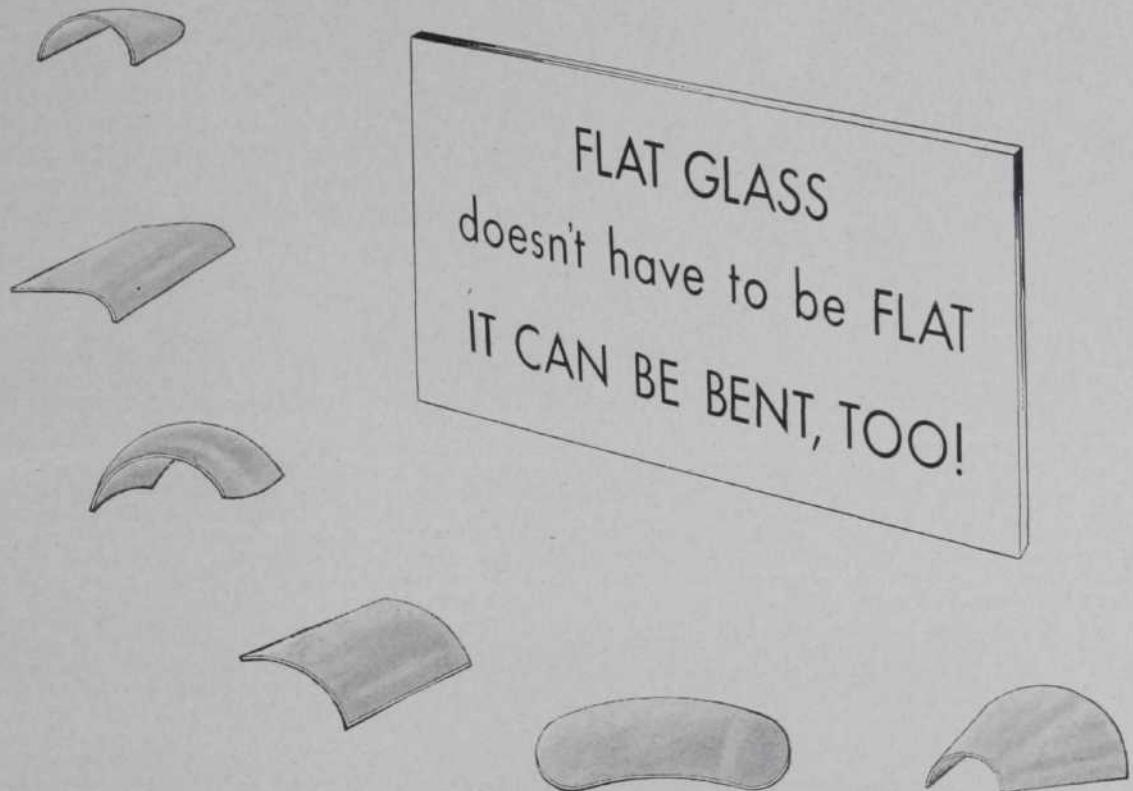
## PACIFIC GAS AND ELECTRIC CO.

### DIVIDEND NOTICE

#### Common Stock Dividend No. 106

A cash dividend declared by the Board of Directors on June 17, 1942, for the quarter ending June 30, 1942, equal to 2% of its par value, will be paid upon the Common Capital Stock of this Company by check on July 15, 1942, to shareholders of record at the close of business on June 30, 1942. The Transfer Books will not be closed.

D. H. Foote, Secretary-Treasurer  
San Francisco, California.



MAYBE you've never thought of glass as a material that could be bent. But it can be.

For many years Libbey-Owens-Ford has been bending and shaping all types of flat glass products for display windows, showcases, casket tops, store fronts, motorcars, buses, trains, airplanes, and scores of other uses.

And now Libbey-Owens-Ford has perfected new methods of bending glass into shapes never before thought possible . . . "S" bends, cylindrical, conical and double bends. These modern miracles of glass shaping are the more remarkable when it is considered that while plate glass is being bent to previously unheard of shapes, the finished products still retain the flatness of field and the ground and polished surfaces for which polished plate glass is famous. These modern manufacturing methods may open the way for an entirely new use of glass in your product.

***Just consider these facts about glass***

It has many qualities not found in combination in any other material. It can be made transparent, translucent or opaque. It can be polished or coated. Its surfaces are enduring and acid resisting. It is a non-conductor of electricity. It can be made strong, highly resistant to impact, and to thermal shock. It can be color-clear or colorful. And it has a wide range of other physical and chemical properties that fit it for use for many special purposes.

Chances are, that from the complete line of Libbey-Owens-Ford flat glass products there is a glass that will meet your requirements. If not, Libbey-Owens-Ford research is at your service, ready and willing to work on your problem. Libbey-Owens-Ford Glass Company, 1376 Nicholas Building, Toledo, Ohio.



**LIBBEY-OWENS-FORD**  
QUALITY *Flat Glass* PRODUCTS

# NO BUSINESS *Can Escape* CHANGE

Business despite war activity continues to turn out new products for both defense and civilians

**1 •** A PROCESS for reclaiming high-speed steel tools by welding broken, fractured, or worn tools has been developed. A cobalt tungsten steel is used in the welding.

**2 •** A NEW multiple head automatic screw driver will drive up to four screws simultaneously in wood boxes or other assemblies. It speeds up fastening hinges, hasps, and the like.

**3 •** A NEW packing material has a Kraft base expanded into a honeycomb pattern. It bulks enough to maintain a shock-resisting cushion and is sufficiently form-fitting to conform to double-curvature surfaces. It is easy to handle, economical, comes in rolls and pads.

**4 •** A NEW type rubber heel is made with a wood core which not only saves about one and a quarter ounces of rubber on each pair of heels, but also saves one-fifth ounce of steel insert washers. It is easily applied, gives about the same service wear as the previous type.

**5 •** A FOLDABLE stand on a tripod base with adjustable height is now made for holding tools, accessories in the most convenient place for work. Special locks obviate the use of set screws.

**6 •** FOR attaching aircraft cowling and other removable parts there is a new fastener of simplified form which requires only a quarter turn to lock or unfasten. It presents no stress hazards, compensates for variation in sheet thicknesses, will not bind on curved surfaces.

**7 •** A NEW electronic instrument to detect moisture in air in heat-treating furnaces is accurate to as little as 4/1000 of one per cent water vapor. It is automatic and keeps an easily read record.

**8 •** FOR low-cost homes and economical heating a small furnace has been designed which is entirely contained within the chimney. A heat exchanger over the furnace and an attic blower provide for complete warm air circulation and the whole unit requires only a few pounds of critical materials.

**9 •** A NEW carrier for drums and barrels has three-wheel construction to balance the load more safely. It has a clamp and by pulling down on the handle there is a straight lift to avoid spilling containers with an open head.

**10 •** A NEW nozzle tip for use on standard fire-fighting equipment is made of shatterproof plastic. It produces a number of tiny streams that cross one another to produce an artificial fog even at average pressures which is useful in fighting special fires as in inflammable liquids.

**11 •** A FLUORESCENT lighting fixture is now made with a composition reflector which saves two-thirds the steel in ordinary reflectors and is lighter in weight. It has a synthetic enamel of high light reflectivity.

**12 •** A NEW type airless abrasive blast cleaner for foundries is hung with a counterbalance on overhead track so that it can be moved high or low to any part of the work area and the blast head can be directed at any angle. It uses metallic shot or grit.

**13 •** FOR flat conveyor belts there is a new self-aligning idler with a counterweighted end disc which swivels the idler and puts the belt back into its proper position when it gets too far to the side. No side guide rollers to wear on the edge of the belt are needed.

**14 •** BEARINGS are now made of wood impregnated with lubricants. While they will not withstand the load, speed, and high temperatures of metal bearings, in some applications they outwear metal. They do not need lubricating.

**15 •** PAPER towels are now available with printed messages on them. A variety of illustrated slogans are printed, or a firm may have its own suggestions imprinted.

**16 •** A PAPER match is now made that lights when pulled across a striker strip in removing from the package. The heads are held separate from each other and the striker strip until intentionally removed from the package. They are safe enough for mailing.

**17 •** A COMBINATION paperweight and magnifying glass is now made. It is useful for small print, saves metal by being cast with its own glass frame.

**18 •** FOR MAKING multiple carbon copies there is now a pencil with a lead making a good black original yet hard enough to make a good number of carbons.

**19 •** WHERE DELIVERIES and car use are curtailed a new shopping cart made of non-strategic materials finds ready use. It has an upright box, a long handle for easy pulling or pushing.

**20 •** A NEW HAND cream for removing hectograph and other ink stains is not gritty, does not affect nail polish or dry the skin, yet quickly cleanses the hands.



**21 •** A NEW LID made for glass coffee containers makes the glass jars available for re-use in home preserving and canning.

—W. L. HAMMER

EDITOR'S NOTE—This material is gathered from the many sources to which NATION'S BUSINESS has access and from the flow of business news into our offices in Washington. Further information on any of these items can be had by writing us.

## America's Wheels Roll Up New Records

(Continued from page 19)

collectors, car cleaners, train announcers, truck operators, painters, signmen and shop workers.

## Here Come the Women

TRUCK operators have lost 16 per cent of their trained personnel to the military and war production industries, have established training courses for replacements, plan to use women where possible. One job for them—doing drive-away service for jeeps and other Army vehicles.

## Necessity and Invention

WHEN auto production stopped, the 7,000 long trailers that used to haul new automobiles stopped, too, for a little while. They were too light for heavy hauling. Now they're back at work. Some carry Army jeeps, Signal Corps equipment, guns. Others were lengthened to handle airplane wings, some were converted into busses, carry 90 defense workers at a time. One owner removed the top deck, uses his trucks to transport Navy lifeboats.

## Don't Throw It Away

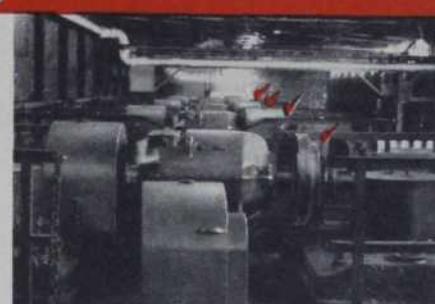
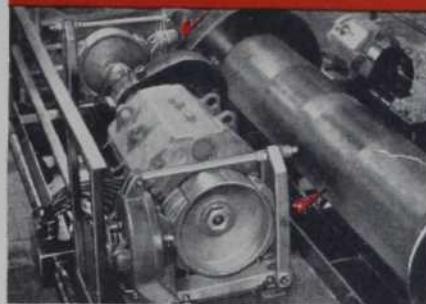
FROM president's office to section gang, railroads are organized to conserve and reclaim materials: scrap axles are made into forging billets to be processed into other products; scrap piles are subject to careful culling so that no materials are scrapped that can be of further use; long length hose is recoupled at breaks; scrap rubber is marketed; lumber from inbound shipments is held for reuse; rails, frogs and switches are welded; scrap paper is saved. Even office employees guard against waste of rubber bands, erasers, pins, clips, brass paper fasteners.

Standing conservation committees are even more watchful today. So are others, car repair force, for instance, which has reduced number of cars waiting repair from 13.7 per cent to 3.5 since 1939. This not only means some 165,000 more cars on the rails but, since it takes less material to repair a car than to build a new one, a saving of materials.

## Keep Rolling

A PENNSYLVANIA plant's defense contract was held up by a breakdown. Needed parts were in California, 2,840 miles away. A wire got them on a truck that same day. A week later they were installed. . . . Many new war plants are in outlying areas where they couldn't operate without truck service. . . . One enterprising New Jersey truck operator has fitted vehicles used for short haul, local delivery service with wooden tires. . . . Curtailment of tanker service has added to job of tank trucks which are handling 80 per cent more petroleum products than they did in 1941.

For Speed and Efficiency  
LIFT, TURN, STOP, SORT  
*Magnetically*



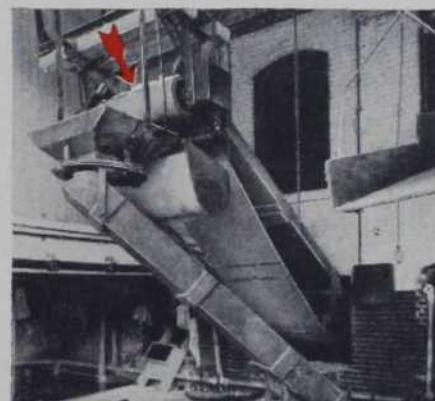
### Stops them "dead"

To stop a machine quick, without shock or damage, use a C-H Magnetic Brake . . . controlled by push button or automatic contact device. Magnetically cushioned action, positive operation. For hoists and cranes, or wherever loads are to be "held" or machines "stopped." Ask a C-H Engineer.



### Moves mountains of iron and steel

Whether you want the world's largest lifting magnet, a hold-down magnet, a slab-turning magnet or a tiny 5 inch hand magnet, you get maximum metal handling and use from a C-H Supermagnet: handle scrap, rolled strip steel, hot castings, gun barrels, tubes, bagged or boxed parts, etc. Ask a Cutler-Hammer Engineer.



### Protection that never sleeps

Cutler-Hammer Magnetic Separators remove stray iron or steel from valuable raw materials in manufacturing, prevent contamination of chemicals, foodstuffs, etc., in process. Valuable in salvaging scrap iron from slag dumps, garbage, etc. Always on the job, protecting machines and production. If stray iron is your problem let a C-H Engineer help you out.

Electro-Magnetism obeys your commands instantly and is the easiest of all energy to control. So put this speedy and obedient servant to work increasing production for you . . . smoothly clutching and declutching giant machines, starting and stopping parts of machines in automatic cycles, making molehills out of mountains of steel and iron, or pro-

tectioning valuable materials against stray bits of scrap iron. Cutler-Hammer Magnetic Clutches, Brakes, Separators and Lifting Magnets are the product of a half century of specialization and their dependability is world famous. CUTLER-HAMMER, Inc., 1251 St. Paul Avenue, Milwaukee, Wis. Associate: Canadian Cutler-Hammer, Ltd., Toronto.

Made by the  
makers of



1892-1942  
50th  
Anniversary

## A Copper Ghost Comes to Life

(Continued from page 28)

open. But . . . Morenci's ghostdom was all on the surface. There were men alive and planning, who knew about the district's past—and the future it wasn't supposed to have. What they planned and did is the miracle of Morenci today.

The Phelps Dodge Corporation came into Morenci, not too eagerly, 60-odd years ago, by the back door. Water was a perennial problem. Every mine manager had to ask, "Shall I carry the ore to water for reduction, or shall I bring water to the ore?" There was no water in Morenci, but there was a lot in the "Frisco" River at Clifton, and in Eagle Creek over the mountains the other way. Common practice at first was to haul ore to Clifton. Ore-haulers who did the job by wagon demanded \$1.67 for each mile each ton was hauled. The haul was worth it, considering the road and Apaches.

But the price put a high cost against the ore before it reached the smelter. Eventually it was decided to build a smelter in Morenci. This meant pumping water from the river, 1,300 feet up in the air to Morenci through about six miles of pipe. William Church, chief owner and head man of the Detroit Copper Mining Company planned this development, but lacked the money to execute it. Seeking funds in New York City, he got \$50,000 from Phelps Dodge & Co.—as the organization then was known. He gave his note and pledged the property as security.

### Plans for using low-grade ore

THE financing interest gradually became ownership interest. By 1922 the Corporation had absorbed not only the Detroit but also the Arizona Copper Company and all other companies and properties in the district. The modern story of Morenci lies with the engineers, financiers, and managers of that corporation, their daring, vision, and capacity to perform.

What was left at Morenci for them to exercise their skill on?

The high-grade ore was gone but engineers patiently sank exploration holes. They established that a body of ore remained—a mile long, nearly a mile wide, and, in places, an eighth of a mile deep. But a mountain of valueless cap rock lay over the ore. Even when the ore was reached, it was desperately low-grade, averaging only about 20 pounds of copper to the ton.

However, the engineers knew that, when a body of ore assays any commercially valuable metal, the dividing line between calling it ore and calling it waste is set, first, by the price; second by the cost of production. The question was: could Morenci's low-grade copper ore be taken out cheaply enough to make production worth while?

The price variable was a puzzler. In the early 1880's copper reached 36 cents a pound. For ten years thereafter it

averaged around 13½ cents. In the next five years the average dropped to 10½ cents. The bulk line price established by the War Industries Board in 1917 was 23½ cents. In 1929 the average price was 18.1 cents, while in 1932 it dropped to perhaps the all-time low of 4½ cents. Although the circumstances governing price were largely beyond control, the engineers felt that, if they based their calculations on something conservatively under 12 cents, they would not be too far wrong.

### How to cut costs

COST-of-production was more subject to control. In any case, this was the nut that had to be cracked—if it was crackable. Engineers had to discover how (if) costs could be reduced below any point previously proved possible. Financial men had to find the money for doing it—if it could be found. Stockholders had to be persuaded (if they were persuadable) to let millions of dollars be sunk in preparatory work, before getting a penny of return.

The engineering how-to-do-it was found, tried, proven. To describe it in a word, the method was simply to take advantage of the economies offered by large-scale operation. In successful mass production, the enormous total costs of the most efficient methods are spread over so many units of product that the cost per unit is low. Application of this principle made modern Morenci possible.

One of the jobs, for example, was moving a mountain.

"Very well," said the engineers. "What's the cheapest way to move a mountain?"

Their answer was:

First make roads that the moving mountain can travel on, bit by bit. Then drill down and blast it into little pieces. Next get the most efficient electric shovels that you can persuade manufacturers to make—shovels, say, capable of lifting 4½ cubic yards of rock.

Next get the biggest and most powerful bulldozers and motor trucks that money can buy; trucks, say, for which a full outfit of tires costs more than \$2,000, and which will carry 22½ cubic yards of material at a trip. Then, when the roughest and toughest of the surface has been scratched, replace those trucks with steel rails, self-dumping ore cars, and diesel-electric or trolley-battery locomotives.

"That," said the engineers, "is the way to move a mountain."

And so, to be sure, it is . . . if you have the patience and the money.

At Morenci they had both. They began work in August, 1937. The mountains then were a wild tangle of gulches, cedar-clad summits, precipitous slopes. Today when you look at the pit from a high point, you see an orderly architecture of benches which look like giant stair steps. Each "step" is 50 feet above

the one below. Each one is 100 feet wide and carries a road or a railroad or both: there are some 30 miles of railroad track right beneath your eyes.

Exposed along the steps are great patches of bluish-white rock: that's the ore.

The pit is a scene of orderly but incessant day-and-night activity. Miners in "hard-boiled" hats. Electrically-operated churn drills on the far benches sink holes for blasting. At intervals you hear the staccato warning siren and presently feel an earth-quaking blast that in a second loosens as much as 200,000 tons of age-old mountain.

One of the serious mountain-moving problems was where to put it. If it were dumped any old where, it might cover still other ore bodies. To avoid that, deep holes were drilled at each proposed dumping site and, to get as much value as possible from the undertaking, cuts and canyons were filled where fills would do most good—for example, to make a level and straight bed for the railroad. *Sixty million tons* of mountain rock have already been moved; that's about one-fourth of the waste material that will have to be moved eventually. But this preliminary work has uncovered enough ore so that from now on, for every worthless ton of rock, slightly less than one ton of ore can be taken out.

What's the price of moving a mountain? Well, here's a figure that explains Morenci vividly. In the early days, hauling by wagon cost \$1.67 a ton per mile. Today, with railroad equipment that costs, initially, thousands of times as much as a train of wagons and all the animals required to haul them ore is moving at the rate of two cents a ton per mile.

Getting ore out of the ground, of course, is only part of mining. Getting the copper out of the ore is the other principal part.

### Economy in smelting

AT Morenci, the reduction works have been planned with the same vision and built on a scale to match the mining. A visitor who enters these works for the first time gets the impression that nothing much is going on. You may walk for blocks without seeing a soul. The workmen you do see apparently have little or no heavy work to do. But the appearance of inactivity is deceptive. Gigantic machines do more work in a day than thousands of sweating men with wheelbarrows and sledgehammers. Like magic, with little human interference, ore moves from where it is now to where it is supposed to be next. First it passes through a series of crushers that reduce it eventually to the fineness of wood ash. Then it goes to great cells where, in a mixture of oil and lime, the copper defies nature, floats, and is skimmed off the top like cream.

Then it goes to the "thickeners"—de-watering tanks, where the water is recovered—water in these desert mountains is precious and eight-tenths of every gallon used is recovered. Then the concentrated copper-mineral is forced through enormous filters and goes on to



## *Two heads can save more than one*

LIKE all good citizens, you who must make use of your car these days are taking all steps to conserve rubber, save gasoline, and generally "make things stretch." • But even the best-informed motorist can easily overlook numerous opportunities to save that an expert can quickly spot. • For example: You watch tire inflation to save rubber. Had you realized that clutch action and condition can also affect tire wear, or that a fraction of an inch of wheel misalignment can rapidly wear down a tread? • As

another good citizen, your General Motors dealer welcomes the opportunity to put his head with yours to help save your whole car — tires, gasoline, oil, parts, even the upholstery and the finish. • You make only partial use of his skill and facilities when you look to him merely for repairs — he is even more useful to you and to the country when you and he get together to see that wear is prevented.

★ ★ ★

*The Automobile User's Guide answers your questions about taking care of your car in wartime. For a free copy see any General Motors dealer today or write Customer Research Staff, General Motors Building, Detroit.*

GENERAL MOTORS DIVISIONS NOW PRODUCING:  
Aircraft Engines • Airplane Parts • Bomber Sub-Assemblies • Military Trucks • Armored Cars • Rapid-Fire Cannon • Machine Guns • Diesel Engines • Shells • Tanks and Tank Parts • Propellers • Cartridge Cases • Gun Mounts • Fire Control Devices • Electrical Equipment • And Many Other Wartime Essentials.

**GENERAL MOTORS**

CHEVROLET • PONTIAC • OLDSMOBILE • BUICK • CADILLAC

storage bins in the bedding plant where, as needed, it goes to the smelter.

There fire does what previous processes have been unable to do in purifying the product. The smelter stack is as tall as a 60-story building. From the smelter in full operation there emerges, every 24 hours, approximately 400,000 pounds of anode copper in 700-pound castings.

One fabulous creation of the engineers crawls from building to building of the reduction works and unifies everything. This creation is a system of conveyors. Loading and unloading is completely automatic. The system is designed in such a way that the right amounts of the right materials are delivered at the right places at the right times. No bottlenecks.

And so, at the smelter mouth, copper comes out here. That's what all the shooting was for; the end result of all the planning and the spending. It is estimated that approximately 4,000,000,000 pounds of copper can be recovered by present methods at Morenci. That's nearly twice as much as has been taken out by all the mines and miners in the district since 1870.

The brilliance of the operation, undertaken and underwritten solely by private business enterprise, may be judged from the fact that, before any return to speak of was realized, the company had spent approximately \$35,000,000. That's proof of faith—that's vision. But it wasn't an all-out gamble. The engineers and cost men saw to that by exploration, paper work and planning long

before the money was spent. Coincidence entered into the picture to make the planning and preparation spectacularly timely, only when the Japs decided to bomb Pearl Harbor at about the minute when Morenci was entering into full and active production.

### Another miracle is wanted

SINCE defense first became urgent, and especially since victory became the sole important business of the nation, the Government has had its eye sharply on Morenci. Extraordinarily large amounts of copper are needed. Supply has never before been an insuperable problem, when price was attractive; and it will not be now.

But this time there were new and disturbing factors. The unprecedented size of the war effort was one. Another was the uncertainty of increasing imports from South America, due to enemy attacks on shipping. We have an abundance of domestic copper. But much of it is low-grade, in high-producing regions exploited with less intensity than at Morenci. Some of these regions have not been able to produce competitively in recent years. Even if they are lured into production now by subsidies, it would be many months before finished copper would be coming out.

We can and do get a good deal of copper from Chile, which has an estimated production capacity of about 500,000 tons of refined copper a year, as compared with actual production from

domestic ores in the United States of 1,066,000 tons in 1941. But Chilean shipments can always be threatened by sea raiders. That's one reason why Morenci, after five years of preparation, began full-scale operation at precisely the right time.

The Government has said:

"This is fine.... But can't you do even better? How about doubling the plant and producing twice as much, starting right now?"

Men who perform miracles are not easily stumped. The engineers say it shall be done. The Government proposed to find \$28,000,000 for the financing, and soon 135,000 tons of copper instead of 75,000 tons may be coming from Morenci every year.

Meanwhile, the sky town which was gathering ghost-dust half a dozen years ago has flowered again. To be sure, Morenci isn't the prettiest town on earth. Its streets rise gauntly one above the other in abrupt terraces, on hillsides ugly with mining scars. There is no soil and little extra water for trees, grass, gardens. Room is at a premium.

Some 250 fine new company houses hug the Stargo hills across the canyon. The baseball diamond has had to be hewn out of solid rock. Modern living has not been forgotten. You'll travel far before getting a better room than in the Morenci Hotel—if you're lucky enough to get a room at all. And you can buy anything you want at practically as good advantage in Morenci as on State Street, Chicago.

That's what it's like to be a ghost town come alive. The miracle of Morenci, planned and executed by free enterprise in a democracy, has turned out rather better than most of the loudly-praised planning done by enslaved enterprise under totalitarians.

## A minute's work

Take the face amount of the life insurance you have and figure what income it would produce for your dependents.

Do you need more insurance?



**The Prudential**  
Insurance Company of America  
Home Office, NEWARK, N.J.

## Workers from the Melting Pot

(Continued from page 21) assigned to that particular work. The result is not a journeyman machinist but a specialist who fits into some special phase of war production work. In the supplementary classes, students are men already engaged in some particular vocation, who wish to improve their skill.

Instructors are specialists in their own fields—men from the ranks who won their way to the top by hard work and experience. They have been given special licenses to teach and are doing it from a solely practical viewpoint.

Instruction is made as realistic as possible. In the marine electricity classes, the men are engaged in wiring up the inside of a make shift, but nonetheless realistic, ship. In the sheet metal classes, they make everything applicable to the trade, except that the articles are in miniature. In the wood boatbuilding classes, they build and repair boats.

Berkeley has gone to war. It is an example of what might be nationally attained if resources of other communities were geared to environmental conditions.—J. R. Ulrich

# An Opportunity

Our government has given us an opportunity to make the soundest investment in the world, through the purchase of United States War Savings Bonds and Stamps, which will furnish the money to back up the armed forces.

This investment is an obligation as well as an opportunity to actively participate in the Victory program.

**Let us all invest for Victory.**



U.S. War Savings Bonds and Stamps are on sale in Post Offices, Stores, Business and Financial Institutions, Schools, Theatres, and IBM Offices throughout the Country

INTERNATIONAL BUSINESS MACHINES CORPORATION

## How to Be a \$1 a Year Man

(Continued from page 24)  
governmental employment at a rate of at least \$5,600 a year."

The actual job-classification terms read very much like those applying to the routine Civil Service position for which a competitive examination is held. Even the last parallel holds good; the job is terrifically competitive.

First, if it can be filled by actually getting a man from the Civil Service rolls, this is done. Only after it has been conclusively demonstrated that the person under consideration for appointment at \$1-a-year is unique in this respect, that a qualified executive cannot be found in Civil Service, is he appointed. Not always then.

One little matter that comes first is a thorough going-over by the F.B.I. or some other independent federal investigative agency, which delves into every personal detail of his professional and private life. This is a pretty stiff hurdle for anybody. It means that the men now serving in Washington are not there just on anybody's say-so; no five-letters-from-your-Congressman-and-anyone-else-you-know business in their case.

The writer remembers an individual who has made an outstanding record in Washington, about whom some ugly whispers are going around as to his *sub-rosa* business connections. In the light of the actual procedure regarding such men, which is not generally known by the way, these whispers just couldn't be right.

Up to the end of August, last year, every one of these men had to have the personal, signed approval of the President on his commission. This is no longer the case, but a small, highly-placed group in the W.P.B., for example, handles the

routine of recruiting and appointing \$1-a-year men now. This group is composed of three men, headed by Sydney Weinberg, which works with the heads of the respective branches in getting the right men for that agency.

The successful appointee, as a further preliminary, gives his finger prints like all incoming government employees, and he takes an oath of office. Somewhat like a Marine recruit too, he gets an indoctrination course; either a good talking-to, or other plain statement of what he is undertaking.

### Their business affiliations

ONE of the sore spots relating to employment of \$1-a-year men is the matter of their business affiliations on the outside. This is the basis of one of the most frequent charges against them; that they are using their inside Washington position to further their own business interests or damage their competitors not so represented in Washington. Read this, from the Administrative Order respecting appointment of such men:

No person so engaged shall make determinations directly affecting the affairs of the firm or company in which he is employed.

When the recent General Maximum Price Control regulations were issued, the story promptly began circulating that various manufacturers, acting on a revelation of what was coming, from firm members serving in Washington, had substantially raised their March prices so as to be in an advantageous price position when ceilings were set.

This is a more recent version of a frequent story that gets around on the men

in Washington. As refutation, there is good reason to believe that, as late as a week before the regulations were issued setting March as the price base-period, some of the better informed men in the Office of Price Administration itself thought the base would be set back to October of last year.

In this particular case, executives serving for \$1-a-year had so much in their favor that there was talk of some members seeking legal redress for the charges being whispered. Not all such campaigns can be so easily met, unfortunately. To understand better what these men face when they come to Washington it is necessary to know something of what they do.

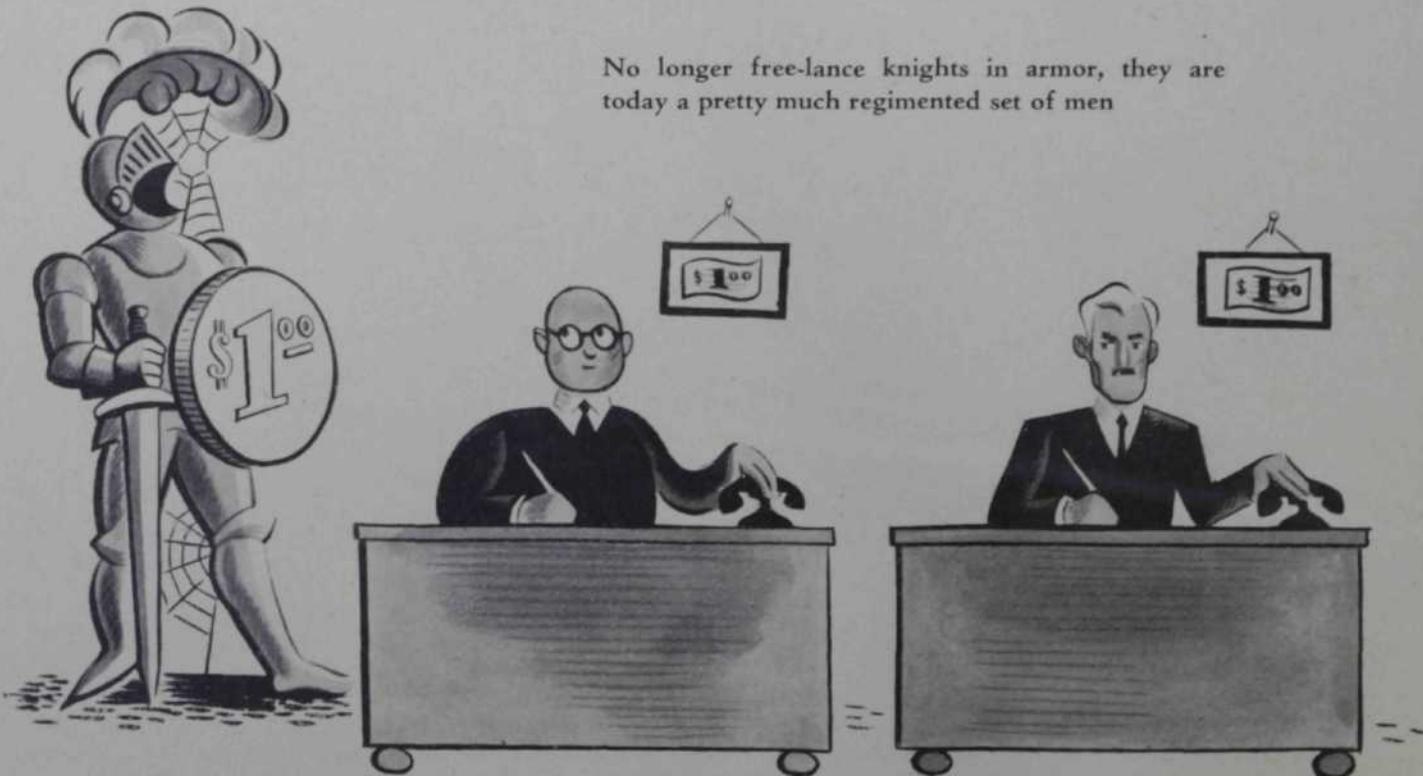
In a typical case, an executive from civil life goes through the procedure outlined. Parenthetically, at the time this routine was ordered by Nelson, some 110 appointments of \$1-a-year men were pending, and these appointments were rerouted, so they would be put through the tough mill prescribed for new men.

Our man comes in, then, and it is like setting up a new business establishment, but in this instance, he has to do it hand-running. He has to orient himself in Washington, while simultaneously choosing the men who will work with him in his particular section or enterprise.

Above all, the new man has to make decisions, and make them fast. He also learns, as Nelson informed a Senate committee not long ago, that he is "working in a gold-fish bowl" and his decisions are subject to every criticism, even kibitzing.

In a hypothetical case of plant conversion of an industry, the responsible W.P.B. executive may wait, in accordance with his own best judgment. Something happens, and he suddenly finds himself being blamed on one hand, for not moving fast enough, while in Congress, say, he is being called parliamentary names for too ruthlessly destroying a commu-

No longer free-lance knights in armor, they are today a pretty much regimented set of men





## MAGINEERING

..also a word to practice on payday

FOR SEVERAL MONTHS, now, we have been suggesting how Imagineering by industry can create the new products that will make the millions of new jobs needed when this war is over.

But Imagineering is a personal word, too.

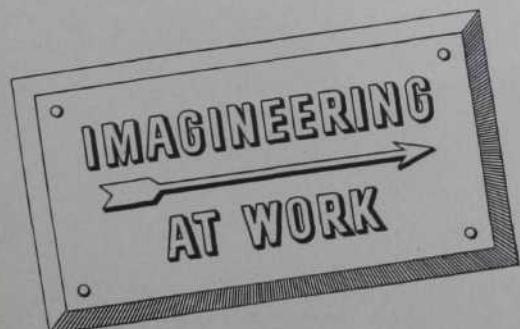
We defined it once as the art of deciding where you go from here.

Individuals have that decision to make also. What the individual does with his share of the 30 billion dollars that represents the excess in spendable income over goods available for purchase—what you do with your share, affects your personal future three ways.

If you put it in War Bonds it finances the war. It prevents inflation. Those are two of the best reasons in the world. But there is still a third. You actually start *today* to buy the *tomorrow* of revolutionary new products that are being readied by industry.

Imagineering by industry is a fact. It has made war production what it is. It is incubating a bright new world. And the family with War Bonds in the safe is the family that will have the cash to buy their share of what that world has to offer.

ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh, Pennsylvania.



# ALCOA ALUMINUM



nity's peace-time economy. In his own business, the incoming \$1-a-year man is accustomed to deciding questions, subject of course to prudent counsel; in his new government post, he may make such a decision and, before the ink is dry on his letter, he hears the dread question being sounded, "What would MacArthur say?"

Only, in this case, before he can hear from MacArthur, and he probably would really like to have that doughty fighter's judgment, somebody in Washington says it first. Not only that, but the typewriter pundits who abound in Washington take up the cry. There is an almost constant rumbling in Congress, that periodically erupts, in addition.

It became so bad at one time that Nelson asked to appear before a Senate committee where criticism had been most bitter. He found an uncompromising atmosphere, which can best be summed up in quoting the chairman, Senator Truman, of Missouri:

"We want you to understand before you go any further," the chairman told Mr. Nelson, "that we want the war to be won . . . if you have to have dollar-a-year men this committee is not going to interfere, but we still have some ideas on dollar-a-year men . . .

"If it requires these men, go ahead and use them, but that won't keep us from finding out what they are doing."

"All right," Nelson told them. "But I want to show how the committee is hampering our employment of dollar-a-year men. You make men afraid to come down here—honest, straightforward men, who

can help, and companies willing to sacrifice to have men come down here are afraid to have them come."

This situation is generally getting worse, if anything, but not a single specific case of impropriety has been made against any of the men in this category at W.P.B., so far.

#### Technical men are used

SUBSTANTIALLY more than 70 per cent of the number at W.P.B. were, when this was written operating men—plant superintendents, engineers, technicians, research experts. As Nelson pointed out, it is not possible for the Government to get all the help of this caliber it needs on government salaries. Most such men are getting salaries in private life beyond the range of those paid in federal service. The point is, however, they are technical men, not policy-makers, in their companies.

Another aspect of the matter is that men on private salaries of this level have made certain commitments as to their living; the Government is not offering them careers, nor can such men make a change easily to the lowered standard such a career salary would permit. Accordingly, the men keep their business connections to the extent that they continue to draw salaries from their old firms, in most instances. The alternative would be for the Government to draw in only the much older, retired executives, or very wealthy individuals.

Some exceptions are made in the latter situation, but not generally. The \$1-a-

year men then, are, as a group, high-salaried executives who give their services in Washington free. Not only that, they are limited in what they can spend on themselves in Washington and traveling.

In this connection, the average \$1-a-year man at W.P.B. was found up to recently, to be giving 8½ days of service to the Government for every home trip to mend his own business fences or see his family. His day generally can be placed at close to ten hours, and for some, much longer.

The W.O.C. men deserve a word here. These men are consultants, giving whatever time is required for such service but, under present regulations, whenever such a one is found to be giving less than a certain minimum of time to Washington he goes off the list. There were 153 in this group as of May 28.

As of the same date there were 291 \$1-a-year men classed as "permanent," that is, fully approved and on regular duty in Washington, and 260 temporary, or men whose appointments were not final for various reasons.

William Knudsen had first come up against the realization that his men in this class were meeting hostility for one reason or another, and had moved to stabilize the conditions under which such men were brought in. This hostility was reaching a crest when Donald Nelson took over.

In view of all such findings, it can be repeated that these were probably not the drinking set of the National Capital, but it would not be surprising if some of them quietly cried themselves to sleep occasionally.



**B**e fair to yourself and Uncle Sam. Victory demands conservation of energy. For your off hours the famed hospitality of the Sherry Netherland provides:

**A QUIET LOCATION**...across from the Park yet convenient to everything.

**A "PRIVATE" LOBBY**...not swarming with people.

**TRANSIENT RATES:** from \$7.00 single, \$9.00 double, \$15.00 suites. 25% discounts on rooms, for all members of the U.S. armed forces.

**INTIMATE RESTAURANT and BAR**...splendid cuisine; room service, of course.

**METICULOUS SERVICE**...relieves all worry, surrounding you with every comfort.

**The SHERRY NETHERLAND**

"Where the Park Begins"

Fifth Ave. at 59th St., New York, N.Y. Eugene Velt, Mgr.

FOR VICTORY: BUY WAR BONDS

#### \$ AND SENSE

Company Treasurers Take Notice: Ask for details of the Sherry Netherland "Company Plan" if your executives frequently visit New York. Suites on short-term lease basis are most reasonable. Write for folder CP-1.

## When the Boys March Home

(Continued from page 22)

skilled workers, both in management and labor.

4. We will have a tremendous backlog of accumulated demands for all sorts of things, not only because of the present restrictions, but also because of the technological advancements.

5. The people will have more accumulated savings than ever before to buy the things they wish.

6. We will have a large share in filling the economic vacuum in all countries, created by this devastating war.

Admittedly, it would be a mistake to be overoptimistic about our prospects. Plenty of troubles and headaches await us. But the challenge of building a peaceful and prosperous nation should fire us with the same intelligent enthusiasm that is enabling us to win the battle of war production.

In undertaking this job, business men and their organizations must maintain a free and open mind. We must understand that certain adjustments are inevitable. In the process of these adjustments, we must have a black-out on suspicion, finger-pointing and childish name-calling.

Business men and their organizations must have a positive policy and fair, constructive action in national affairs.



## New Processing Plants

Wartime Research has developed the need for many new types of Continuous Processing Plants.

We design, build and equip them complete, ready to operate ... with one organization and one responsibility.

If you are interested and your problems are involved in the war economy...we can help you.

**The H.K.  
Ferguson  
Co.**

ENGINEERS AND BUILDERS

CLEVELAND • HOUSTON • NEW YORK

## Ceiling Plaster Is Full of Rocks

(Continued from page 17)

said the clothier. "I have some high quality pajamas that I can sell for \$6 while my competitor must sell for \$5.

"I am more worried about volume than anything else. Ceilings prevent us from making a higher mark-up to take the place of lost volume. A large percentage of my customers are now in the army. Material shortages are cutting down the number of items I have for sale and further decrease my volume.

"I feel that rationing of consumer goods is certain to follow price ceilings. Otherwise persons with plenty of money will soon own all the scarce items. I don't know whether the Government wants me to stay in business or not, but I think that a price ceiling is insurance against inflation. Many parts of the law would never pass the courts in peace-time but court decisions certainly indicate that judges recognize a more drastic procedure in war time."

ONE CASH and carry wholesaler who appealed to O.P.A. was told to cut out some of his services to reduce costs. Any one who knows the business wonders just what services a cash and carry wholesaler could dispense with. To further complicate the issue, O.P.A. has said that cutting service is equal to an increase in price.

THE JOB of educating 1,800,000 retailers on price regulations is still a major headache. O.P.A. printed a booklet entitled "What Every Retailer Should Know . . ." but officials admit that 40 per cent had not received the booklet by June 5. Every possible means including trade association lists has been used. Post offices and county agents have been enlisted to help. But many druggists, small grocers, specialty shop operators, cigar store clerks and others, even in Washington, look dumbly and severely at anyone who asks about ceilings. O.P.A. investigators made a sample test in Philadelphia and found only 568 out of 5,137 stores showed proper compliance.

Surprisingly enough, hundreds of small shop owners in delicatessen and candy stores can't read English. A wholesaler in New York who makes a business of supplying delicatessens is at his wits' end trying to educate his customers—fears they will close up when the Law clamps down on them.

O.P.A. spokesmen say lack of knowledge is no excuse for violation.

DIFFICULT as it is to educate dealers, it is even more difficult to educate employees.

A reporter for *Women's Wear Daily* who questioned clerks in four New York

City department stores says these statements are typical:

Question: What is price ceiling all about and how does it work?

Answer: "Well, all it means is that everything has to be fixed at the price ceiling; it can't be more and it can't be less, see? The Government makes the price and we have to stick to it."

Another answer: "I really don't know myself, something about maximum or minimum, I think."

Question: Is the ceiling price the same everywhere?

Answer: "Certainly, every store charges the same."

The reporter indicated that only one store seemed to have well informed clerks.

CUSTOMERS too are exhibiting an abysmal ignorance or inattention to the law. It is especially noticeable in crowded defense areas. It is doubtful that one out of 1,000 or even 10,000 ever asks about ceiling prices. A merchant on a congested retail street in a New England town reports that he is practically the only proprietor on the street who speaks English. Wives of defense workers are having their first splurge with "big" money. Twenty-five dollar negligees and slippers with big bows are typical attention getters. The problem of enforcement in communities where neither proprietor nor customer wants to understand is difficult at best and especially trying to a conscientious merchant who sees violations all around.

A GENERAL store keeper who serves a 300 mile area in Tennessee wrote that he couldn't possibly post his prices in the specified time. His is the only sizeable store in the area—he carries more than 15,000 items. Said he would have to close up for a week to do the job and his customers would have no service during that time. Pointed out that he would have to take many items off the shelves on which he wanted an adjustment because preparation of the application demanded so much attention and he had no help that he could depend on to do the job for him.

ONE wholesaler reports that he has assigned two employees for the exclusive job of reading O.P.A. and W.P.B. orders and routing them to the proper executive for attention.

UNDERTAKERS have been advised that they can make no charge for services. All services have been performed in connection with the sale of a casket, and caskets must not go beyond the March price. Any attempt to charge extra for embalming or any other service not formerly charged separately will bring down the wrath of O.P.A.

O.P.A. quickly cracked its ceiling for canned citrus fruit juices. The reason: if packers had to pay the minimum price set for certain varieties of fruits and vegetables by the Agriculture Department, they could not process the commodity at a cost that would permit sale under the ceiling. In addition, hourly wages for field pickers have increased, even doubled in some cases. Labor is so scarce that 25 per cent of the cherry

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Write for complete facts . . . No obligation, of course.

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FEDERATED HARDWARE MUTUALS  
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HARDWARE MUTUAL CASUALTY COMPANY  
Home Office, Stevens Point, Wisconsin

OFFICES COAST TO COAST . . . EACH COMPANY LICENSED IN EVERY STATE

ONE OF THE LARGEST GENERAL WRITING FIRE  
AND CASUALTY INSURANCE GROUPS IN AMERICA

crop was left on the trees and hundreds of quarts of strawberries rotted in the fields. The squeeze came from two directions—farmers couldn't get whole crop picked, canners couldn't buy at prices that would pay farmers for harvesting the crop.

WHEN food packers reported that they could not pack this year's crop at 1941 prices, O.P.A. told them to quote prices on first 60 days offering of last year's pack plus eight per cent to cover increased labor and transportation costs, plus the increased raw commodity cost. (Department of Agriculture has guaranteed the farmer a certain price on such things as peas and tomatoes.) O.P.A. further suggested that if retailers wouldn't pay that price, the Government would take the entire pack and pay 92 per cent of the ceiling price thus arrived at. Under the first O.P.A. announcement unsold stocks would be bought by the Department of Agriculture and resold to the trade. O.P.A. later announced it was in error—the Department of Agriculture had not agreed to resell to the trade. Canners are wondering what would happen to long established brands if the Government took over mass distribution of all canned fruits and vegetables.

THE Government is buying canned goods for the armed services and lend-lease by the ton lot. O.P.A. has eliminated the ceiling for a great variety of canned goods when bought by a government purchaser. The Government is, in effect, bidding up the market on canned vegetables. What that will do to civilian consumer prices is not hard to guess.

CONFUSING to a layman, but simple to a miller, were the regulations and interpretations on flour. Plain flour is exempt from a ceiling, largely because wheat has not reached parity. Cake flour, a soft wheat product, is also exempt, but cake mix in a three pound package or less is subject to the ceiling price. The difference is that cake mix, pancake flour and other mixes have other ingredients added—in other words, they are processed goods or end products. It is possible that millers who process private brand "mixes" for large distributors may discontinue that practice because private brands are less profitable than nationally advertised brands.

IN SOME states wine dealers cannot sell below a fixed minimum price. In some places that price has been advanced since March. Now the federal maximum is lower than the state minimum. A questioner wants to know which price is to prevail and who will pay his lawyer when he is sued by whoever's law he violates. O.P.A. says their regulations cut across state laws of this nature.

HOUSEWIVES are asking why beef and pork have a ceiling—lamb none. Almost every expert asked has a different opinion. Lamb prices are confusing because pelt values are not controlled. However, there seems no reason to fear any immediate rise in lamb chop prices. With \$14.00 cattle, \$14.50 hogs and \$13.50 lambs, all meat prices are in

## NORTH CAROLINA . . . A VAST STOREHOUSE OF THE BASIC MATERIALS OF WAR



### MAGNESIUM

The largest known reserves of magnesium in the world—more than a billion tons of olivine running 27% magnesium and containing in addition substantial amounts of nickel, chromite, and vermiculite. Deposits containing from 5,000,000 to more than 100,000,000 tons convenient to rail transportation.

### IRON

One well surveyed area contains 6,000,000 tons of iron ore suitable for sponge iron manufacturing. Four deposits in one county contain (above stream level) more than 800,000 tons of high grade ore, some of it running 60% metallic iron and from 2½% to 17½% manganese.

### MANGANESE

Deposits running from 100,000 tons to millions of tons and containing 10% to 30% manganese ore. Some ore bodies 300 feet thick and extend for miles.

### COPPER

Extensive ore bodies from 8 to 45 feet wide and running 4% to 12% depending upon locality.

All of the above ores lie close to the surface, some of them being mined by surface operations.

### VERMICULITE

This natural light-weight aggregate for concrete found in unlimited quantities.



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GOVERNOR OF NORTH CAROLINA

THESE and other basic materials so badly needed now for America's all-out War Effort are found in great quantity in North Carolina. Here, too, are the facilities for processing these materials. North Car-

olina has power available for war production. Abundant labor supply—loyal, efficient, American-born workers. In North Carolina are plant facilities immediately available for war production. North Carolina's strategic location... outside the congested areas, yet

close to the major Industrial Centers, offers opportunity for relieving the bottle-necks of transportation. Climate is a helpful partner to efficient production.

Put the mighty resources of North Carolina to work in your operation. Telephone, telegraph, or write for detailed information. Address: *Industrial Division, 2986 Department of Conservation and Development, Raleigh, North Carolina.*

# NORTH CAROLINA

line. In addition, sheep growers are getting good prices for pelts because of the demand for aviation jackets. Lamb consumption is only five pounds *per capita* in comparison to 50 or 60 pounds of beef.

Some people have suggested that the Government wants to hold down beef and pork prices because it requires so much for the army and lend-lease. But recent O.P.A. regulations have removed ceilings on government purchases to facilitate free offerings to Government.

Look for a probable beef shortage within a year. Production is high, but fighting men eat beef by the carcass. In addition, more than 40 per cent of pork production is now going to lend-lease which means that housewives will attempt to substitute more beef and lamb for pork. A new and terrifically complicated beef ceiling is already in the making.

Since the public nearly always goes on a buyers' strike when prices of steaks and roasts are based on \$15.00 cattle, it is not difficult to see a storm approaching over the meat situation. Holding down the ceiling and preventing substitution of cheaper grades is going to be a tough assignment for O.P.A.

Large scale buyers are already complaining about beef prices. Packers are selling to dealers at their highest March price for each grade. Independents paid highest price in March—packers are now insisting on that same price from volume buyers who once paid less.

THE MILK ceiling price is still open to argument. Congress specifically exempted milk in the original law whenever it was sold under a marketing agreement, but O.P.A. established a ceiling on the theory that fluid milk is an end product that requires no processing.

Such things as buttermilk and chocolate milk have a ceiling price, but evaporated milk, powdered milk, butter, cheese and other processed items made from milk are exempt from ceiling prices. The big hitch in milk ceilings is that retailers must abide by the ceiling, but there is no control over the price that producers can wangle from dealers under various marketing agreements.

THE foregoing are only a few of the problems involved in price fixing. It is frankly admitted that some of them may seem picayunish except to the persons directly concerned. But, by and large, these samples have been selected to show typical experiences and to indicate what O.P.A. has done to relieve distress.

Before this article appears some of the questions raised here will have been settled or replaced by others. O.P.A. is sending out new regulations or amendments every day. Mr. Henderson asked for a \$190,000,000 budget and 100,000 employees to administer the Act—contributed his additional "two-cents-worth" by predicting that the law would have to be continued after the war. He also promised that the army of employees would not be "snoopers," but "explainers" whose duties would be largely educational rather than investigational, at least for the time being.

The greatest paradox of all is that business men themselves will be largely responsible for enforcement of this Act which few of them like, but which they hope will work. It is doubtful that even martial law could make price control successful without voluntary cooperation by business men. They expect casualties and tough going.

They feel that, if O.P.A. administrators give reasonable consideration to impossible situations, there will be small

need for an army of policemen to watch them. So far at least, O.P.A. officials have shown an inclination to adjust any part of the regulations that would disrupt an industry. They, in turn, ask that business men have patience while the machinery is being set up; seek help from local or regional O.P.A. offices when they need it; ask for O.P.A.'s question and answer interpretations of the law which are designed to answer problems that arise from day to day.

## Pontiac Has Its Cake

*(Continued from page 49)*  
schedules to increase service during all day and evening hours, thus keeping most of their equipment continuously busy. Railroads followed suit.

Billboard posters, window cards, lapel buttons bore the slogan "Let's Ride Together." Local newspapers featured a telegram from President Roosevelt, the local radio station got on the job. There were banquets, and luncheons and other "hurrah" gatherings.

The staggered hours problem in Pontiac industries, with two large plants predominating, was relatively simple.

On the south side of town, the big General Motors Yellow Truck & Coach Manufacturing Company changed its first shift from 7 a.m. to 7:30 a.m. On the north end of town the Pontiac Division of General Motors started its morning shift at 7 o'clock. Other factories joined in this rearranging. Soon traffic peaks and valleys were levelled off.

### Changing individual habits

BUT the supreme test came with the effort to change the habits of the 75 per cent of Pontiac's defense workers who ordinarily came to work and went home in motor cars—at the rate of 1.5 or thereabouts in each car.

The "Let's Ride Together" campaign was aimed at them. It wasn't a complete success at the take-off in spite of high pressure team-work by the State Highway Commission, a locally organized War Transportation Conservation Committee, an illustrated brochure which warned all readers that, "even if our 33,000,000 motor vehicles got complete sets of new tires in 1942, most of them would have no tires in 1944."

There were other kinds of cooperation, too.

Beginning April 8, Pontiac's radio station, WCAR, inaugurated a "Let's Ride Together" sustaining program. Director J. B. Lake or one of his announcers told the city and county the names and addresses of Pontiac workers who wanted to ride to certain plants at certain hours, the names and addresses of drivers who wanted to swap rides with other drivers, the names and addresses of car owners who would take passengers on trips to and from factories. The newspapers featured a "swap-ride" column for industrial workers who wished to reach certain plants on certain shifts. Most of the local work-

ers had already contacted and made sharing or swapping arrangements with fellow citizens. But many outside workers were glad to use the paper's department.

### Stations to swap a ride

BURKE'S Shoe Store, at Wall Lake, a few miles south of Pontiac, became a "swap-ride station" where farmers who worked in Pontiac could meet and ride together. The Village Store at Orion, a few miles north, and dozens of other small town merchandise marts also became havens for those who lived on farms but worked in Pontiac.

Not that the experiment met with all-over wild enthusiasm. The home life of a Pontiac charwoman was annoyingly disrupted by schedule changes. She and her husband rarely saw each other except for a few fleeting moments.

The problem of parking remained uppermost in the program launched at Pontiac. "Swap-riding" was made easier by dividing factory parking lots into zones corresponding to the City Districts and County Sections marked on widely distributed maps. When workmen came out of factories they naturally walked toward the zone in which they lived, then motored home in neighbors' cars, or took neighbors home with them.

A variation of this system gave full cars preference in parking positions, leaving the one-passenger cars to rest in the mud.

Some kinks occur. Of course there are social kinks in our democracy. If a white collared boss comes out to the parking lot to get into his immaculate family car he hesitates about inviting a greasy machinist to ride with him—and the machinist doesn't particularly favor the idea, either.

The net results at Pontiac?

After two weeks a careful checking and clocking disclosed that the use of buses had increased five per cent although bus loads during peak morning hours were 15 per cent lighter than formerly. Occupancy of cars going to defense plants had risen from an average of 1.37 persons to 1.9. Flow of vehicular traffic on South Saginaw Street, a main thoroughfare, had decreased ten per cent, from 1,000 to 900 vehicles per hour. Traffic speed had slowed down and city traffic accidents were 33 per cent less for March, 1942, than for March, 1941.

The Office of Defense Transportation

has officially approved the "Pontiac Plan." The Washington office of the Automotive Safety Foundation, offspring of the Automobile Manufacturers' Association, published the plan and received more than 1,000 inquiries about it before it had been in operation two weeks.

### Cooperation from many people

THE President of the Merchants' Association reports that the shoppers are swinging into line, that all of them are willing to go along with the Plan in the interest of national defense. Even the clerks are becoming reconciled to staying until 6 p.m. although they would like to get home earlier on summer evenings. The proprietor of a 21 pump filling station, who experienced a slump before the Plan went into operation, reports that a slump of ten per cent has followed its adoption but he favors it because he will be able to operate longer if the cars last longer.

Charles F. Rhodes, Chief of the Pontiac Police Department, says that, since traffic has been levelled off by staggering, workers reach factories in better moods because they have not bucked through congested areas.

Pontiac's application of traffic staggering and club motoring has helped crystallize a national program for conservation of vital war transportation. At the request of the Office of Defense Transportation development and promotion of this program has been undertaken by the National Highway Traffic Advisory Committee to the War Department. O.D.T. has asked all governors and mayors to appoint state and local administrators and has issued a manual of procedure to guide all concerned in the work.

Under the National Highway Traffic Advisory Committee, Prof. Joseph Trueman Thompson is setting up a national organization to further staggering of work, school, store and other hours and to develop the mechanics of group automotive riding, according to instructions appearing in the O.D.T.'s manual. National and local chambers of commerce and other business organizations are actively participating in the effort.

Working men and working women are going to ride together to and from vital defense factories until we have enough guns, tanks and ammunition, and more than enough ships, to push our way through Axis opposition to a complete and final national victory.



**"I AM HEAT-FAG. I attack workers who sweat — who lose body salt and then don't replace it. Through fatigue and in alertness, I make them 'drop their guard' — I not only spawn . . . I cause accidents."**

Heat-Fag is the all-out, unseen enemy of production. Thousands, yes, millions of precious man-hours can be lost through this insidious force that saps men's strength—lowers their efficiency—wears them down before the shift is over. Salt sweated from the body must be replaced — or Heat-Fag takes its toll.



**AVOID HEAT-FAG...USE  
MORTON'S  
SALT TABLETS**



#### QUICK DISSOLVING (less than 30 seconds)

This is how a Morton Salt Tablet looks when magnified. Examine one—see how soft and porous it is inside. When swallowed whole — with a drink of water, they dissolve in less than 30 seconds.

Wherever workers sweat, Salt Tablets are needed, for they represent the simple, easy way to replace salt that's lost through sweating and hot work.

Case of 9000 10-grain salt tablets, . . . . . **\$2.60**

Salt-Dextrose Tablets, case of 9000 . . . . . **\$3.15**

Order from your distributor—or directly from this advertisement.

Place MORTON'S DISPENSERS at all Drinking Fountains They deliver salt tablets, one at a time, quickly, cleanly — without waste. Sanitary, easily filled, durable, 500-tablet size, **\$3.25**. 1000-tablet size **\$4.00**

**MORTON SALT CO., (Salt Tablet Div.) Chicago, Ill.**



#### Your Own Personal Supply of Salt Dextrose Tablets

SEND TODAY — for this unbreakable, screw-cap container holding 100 salt-dextrose tablets. Moisture-proof, handy, convenient. Ideal for home, car, golf bag — or for carrying in your pocket. Only 25¢ postpaid.

100 TABLETS . . . **25¢**

**EVERYONE WHO SWEATS  
NEEDS SALT!**



**AIR  
CONDITIONED**

RATES FROM  
\$5

THE Carlton

16TH at K STREET  
WASHINGTON, D.C.

**SHORT CUT TO DRIVE PROBLEMS**

**Call a MORSE Representative**



• Today's stepped-up war pace demands results in the shortest time possible. Power drives are no exception. Slipping drives are costly in lost production and wasted power. They must be dealt with quickly and effectively.

Morse Representatives are on the job to see that your drives whether old or new operate at maximum efficiency. These drive specialists are

seasoned power transmission engineers that know the latest time-saving techniques in the application and conversion of power drives.

They will rapidly interpret your power requirements assuring prompt elimination of waste and production loss in your plant. To speed up and maintain maximum war production — call your local Morse representative today.

SILENT CHAINS ROLLER CHAINS FLEXIBLE COUPLINGS CLUTCHES  
**MORSE positive DRIVES**  
 MORSE CHAIN COMPANY ITHACA N. Y. DIVISION BORG-WARNER CORP.

## Directory of WAR AGENCIES

THIS 54-page handbook lists:

- 75 War agencies
- 193 Sub-agencies
- 146 Industry advisory committees
- 582 Field offices throughout United States
- 2,564 Officials in charge of war activities

Single copies—15 cents postpaid. Order from:

WAR SERVICE DIVISION  
 CHAMBER OF COMMERCE OF UNITED STATES  
 WASHINGTON, D. C.

## She Speaks a Various Language

(Continued from page 30)

but, on the other hand, I certainly don't think we ought to stop anything unless it is something that is absolutely needed in the war effort in some way.

So he tempers the war to the juke box, and the radio, to permit them to use up partly fabricated materials, and non-essential parts, until it is necessary for them to don uniform and start making something else.

### A clash of opinions

THE clashing and grinding of gears in the huge, bungling Washington machinery, so far as his own part of it is involved, Nelson is aware can give the public an even more confused impression of the way things are done, than already is the case. He has a very straightforward explanation, which he gave to some newspaper men recently—and his explanation was extemporeous. He said:

I think it is not well understood by the public when we set up the W.P.B., I felt that it was wise to continue the policy of having wide differences of opinion between groups in the place.

They have come up from different walks of life—they are not just men from industry. We have men from labor, from colleges, from government, and in such a group it is perfectly natural to expect differences of opinion. That to me represents a balanced point of view, and I have wanted that balanced viewpoint.

As to the public reaction to the many bizarre happenings, he says:

Naturally we can't get a jury of consumers down here. It is impossible to pick one that would be representative. Therefore over at Mr. Henderson's, they have a group of men who look at things from the point of view of the consuming public and try to determine what the civilian choices would be in a situation; try to figure out as between varying things which we may have to do what would be the best choice of the consumer; recognizing the fact that whatever happens must further the whole war program.

### Public must be considered

UNFORTUNATELY the public cannot sit down with Mr. Nelson for such talks. This increases the difficulty for both his own crowd and the public when an order, such as a vital one pertaining to tires, three days after its issue, had to be followed with a list of ten corrections. Three of them involved tire sizes. One changed by 30 per cent the rubber content of a commodity on the list. Another inserted an important proviso in a rubber content paragraph. This is only a typical occurrence, examples of which could be multiplied.

Few of the corrections are vital from the Washington standpoint, but the state of mind engendered out in the country when an individual has to recon-





# Hello today!

WHAT's the best day you ever knew? A morning in spring when you were just six years old? The day you graduated? The first time you knew she loved you? When you bought your first car?

No! It's today!

It's today, for young America, because—in spite of war—schools are better, homes are more comfortable and healthful, and the future holds more opportunity than ever before.

It's today, for grown men and women, because they're working and fighting for something worth while. They're learning again the real resources of America and the true strength of American manhood and womanhood.

They're finding that American industry which created things like the electric refrigerator, the radio, the automobile—and made these available to almost a whole people—can become a great weapon to defend the principles which have made America strong and free. They're discovering that the American standard of living has not made them soft, as less fortu-

nate nations have sometimes sneeringly contended, but has given them added reserves of strength and knowledge and skill for a time of crisis.

There's only one day better than today.

It's tomorrow!

Because tomorrow we shall have established the principles for which we are fighting today. Because tomorrow we shall have new materials like plastics, new developments like television, new sciences like electronics to work with. Because tomorrow we shall return with new vigor and new vision to the task of making tomorrow better than today. General Electric, Schenectady, N. Y.

★ ★ ★

*The volume of General Electric war production is so high and the degree of secrecy required is so great that we cannot tell you about it now. When it can be told we believe that the story of industry's developments during the war years will make one of the most fascinating chapters in the history of industrial progress.*

**GENERAL**  **ELECTRIC**

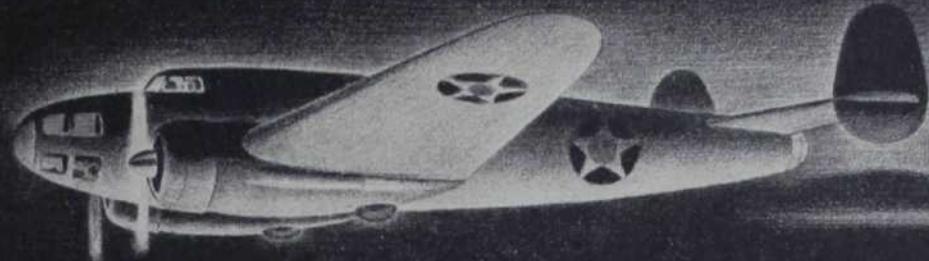
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# Bomber Wings from a 'Borrowed' Plant



THE WINGS OF A PLANE are not simply built. Each powerful spread flies aloft with 1,200 aluminum parts held fast by 20,000 rivets, washers and fasteners. To speed up manufacture and assembly of these many intricate parts, an automobile body maker readily "loaned" its huge woodworking plant. With lightning speed a complete re-tooling job produced 750 hand riveting guns, 230 squeeze riveters, 800 drills and large quantities of jigs and fixtures. Now bomber parts speedily flow from a plant that once fabricated auto bodies. This story illustrates how speedily the most indispensable of all products—INDUSTRIAL TEAMWORK—is being developed to its highest efficiency. Insurance strives, as always, to keep INDUSTRIAL TEAMWORK going!

## INSURANCE *Aids Industrial Teamwork*



Just as a pilot and a plane protect the nation's defenses, Insurance sleeplessly watches over its property assets. To minimize the threat of hazard, it plans against and avoids many perils that

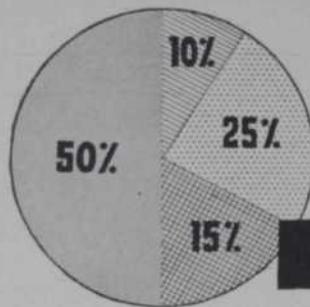
might cause financial disaster, and is ready to recoup losses that occur inevitably. Insurance reserve dollars, a prop to industry, are widely invested, becoming bone and muscle to the ramparts of production.

## ★ THE HOME ★ *Insurance Company* NEW YORK

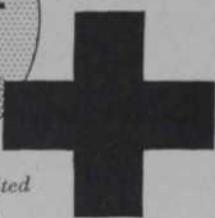
FIRE \* AUTOMOBILE \* MARINE INSURANCE



*by George W. Thompson*



Red Cross accounts are audited by the War Department



# How your RED CROSS DOLLARS are working

**It is not as easy to budget as your Community Chest, Church or Country Club but, broadly, this is how your war fund is being spent.\***



## **One Half for the Armed Forces.**

**Our Army and Navy**—the men who must do the fighting.

With them wherever they go. Right now, in approximately 1000 camps, posts and stations. In this country, in Hawaii, the Philippines, the Canal Zone, Puerto Rico, Trinidad, Newfoundland, Iceland, Alaska, Ireland and Australia—(where next?)

Buildings, equipment, trained personnel to provide a "heart" for a tough and hard-boiled fighting force. To give understanding help in every personal or family problem, to bring relief from burdensome worries, to keep the morale that wins all wars.

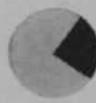
And for the wounded and sick, a service that brings courage and cheer to hospital wards. Operation of recreation buildings for convalescents. Care that brings them back to usefulness. Blood for transfusions from the growing army of blood donors. "Gray Ladies" who understand the human needs.

Selection, organizing and training of all of those who volunteer for Red Cross service at the front. Enrollment of 50,000 nurses as a reserve supply for Army and Navy hospitals as the need increases.



## **Ten Percent Going for Civilian Emergencies**

As they came, we've met them, out of your dollars even before they were given. In Honolulu, in the Philippines, along the water fronts when blasted ships came limping into port. Only a little to what we may expect, but the millions that have already gone to meet these urgent needs did their job well.



## **One Quarter for Preparedness.**

Your Red Cross will be ready to do its part, if plans and organization and civilian training and stockpiles are the measure of our preparedness.

Even the millions that are invested in this may not be enough, another year of war will bring new needs.

But for months ahead your War Fund has made sure that if and when and wherever the enemy strikes, we will be ready, with man power and woman power, with food, and shelter and transportation, with organization and with trained skill.

Volunteer services? Yes, largely. But your dollars are behind that volunteer to guarantee effectiveness.

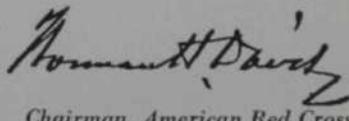
Is twenty-five cents out of each dollar too much—to be prepared?



## **Balance for Chapter Use**

You and your neighbors who are the army of the Red Cross. Some twenty-eight million of you adults and juniors banded together in every community, ready for any call for money or for service. Doing your bit out of your busy lives. Keeping your sector of the war ready for anything. Making the Red Cross a factor in community service. You are the foundation of it all and the link that workers at the front must have with the folks at home. You are the producers from whose work-rooms flow the tons of material, bandages, clothing and supplies.

You use that fifteen cents out of each dollar that you give and spend it for the needs that you know best about.

  
Chairman, American Red Cross

\*No specific percentage is shown for the expenses of the executive and financial offices. Income from endowment and invested funds is sufficient for this purpose.



*One of a series illustrating Cyanamid's many activities*

## STUFF THAT DREAMS ARE MADE ON

Americans are great dreamers. They are also great translators of dreams into concrete, tangible things... into huge industrial and engineering projects, into magnificent buildings, into an endless variety of new and practical machines and implements of modern life. Small wonder, then, that Americans are the largest users of blueprint paper in the world—for blueprint paper is the "stuff" out of which all practical, creative ideas take reality. Everything from a new kind of fountain pen to a giant locomotive or an airplane factory must go through the blueprint stage.

What is a blueprint? It is a chemically coated paper which has been "developed," like a photographic negative, but from a drawing. Until recently Red Prussiate of Potash, potassium ferricyanide obtainable only from abroad,

was needed in the paper to produce the characteristic blue color. But from American Cyanamid Company's research laboratories has come an entirely new chemical compound, REDSOL\* Crystals, potassium sodium ferricyanide, that does the job better—and makes the U. S. completely independent of foreign sources for this important need. It is also finding new uses in color photography and color "movies."

This compound is one of a group of important chemicals known as *prussiates*, of which Cyanamid is the largest producer in this country. The prussiates are highly useful for many purposes, in textile printing and especially in the making of "iron blue" for pigments for

inks, paints, colored papers and other products. But Cyanamid seeks constantly by research to make them even more useful. Typical result is this new product which has brought greater blueprint efficiency and independence to industrial engineering.

\*Trademark



American  
Cyanamid Company

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DEANNE FUREAU, member of the Motor Transport Corps of "The American Women's Voluntary Services," a nation-wide organization doing a grand job on the home front. Patriotic American groups deliver millions of better-tasting Chesterfields to men in the Service.



In war time, more than ever, a satisfying smoke is a comfort and a pleasure. It means a lot to men in the Service and to men and women everywhere. Because of its *Right Combination* of the world's best cigarette tobaccos Chesterfield leads all others in giving smokers more pleasure. It is definitely *Milder*, far *Cooler-Smoking* and lots *Better-Tasting*. Whatever you are doing for Uncle Sam, Chesterfields will help to make your job more pleasant. They never fail to *SATISFY*.



# It's Chesterfield



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